

Federal Highway Administration Correspondence Manual

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CHAPTER 1. GENERAL PROCEDURES

Par.

1. What is controlled correspondence?
2. How are the due dates assigned?
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4. What are the procedures for interim replies for OST mail?
5. What are the procedures for acknowledgment letters for correspondence that Washington Headquarters refers to the field offices?
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7. What are the Associate Administrators' responsibilities?
8. What are the concurrence and coordination guidelines and procedures for correspondence?

1. **What is controlled correspondence?** Controlled correspondence refers to all correspondence received or processed through the Federal Highway Administration (FHWA) Executive Secretariat (HOAES). An FHWA Correspondence Control Sheet (see Figure 1.1) is attached to all controlled correspondence. Controlled correspondence is separated into categories as follows:

- a. **Very Important Person (VIP) correspondence.** This category includes correspondence from White House officials, Cabinet officers and heads of independent agencies, Members of Congress, Supreme Court Justices, State Governors, State Representatives, mayors, and foreign equivalents of the above.
- b. **Other correspondence requiring priority action.** This category includes correspondence from prominent citizens including leaders in industry, finance, labor, politics, law, education and research, and other correspondence based on the subject matter or other reasons requiring priority action.
- c. **Routine correspondence.** This category includes correspondence received from any source that does not require a reply. The action office will take the appropriate action as indicated on the control sheet.

2. **How are the due dates assigned?** The due dates are assigned as follows: (Workdays shown are counted from date of receipt of correspondence in the Office of the Secretary of Transportation (OST) Executive Secretariat (S-10) or (HOAES).)

- | | | | |
|----|----------------------------|---|---|
| a. | S-10 control mail | - | 5 workdays (Secretary's signature)
5 workdays (Direct Reply) |
| b. | White House (WH) referrals | - | 15 days WH hardship mail
30 days WH bulk mail |

- c. VIP correspondence - 5 workdays
- d. Other correspondence - 5 workdays
- e. Routine correspondence - 10 workdays (Washington Headquarters)
15 workdays (Division Offices)

3. **What actions need to be taken if the due date cannot be met?** Action offices are expected to meet the due date as assigned. The following procedures are to be used if a due date cannot be met:

- a. **Request for extension of due date.** If circumstances are such that the due date must be extended for 1 to 5 days, contact the HOAES Correspondence Analyst listed at the bottom of the control sheet for further instructions. Requests for extensions from S-10 must be made in writing or by e-mail, and they should be discussed with the HOAES Correspondence Analyst before any action is taken.
- b. **Interim replies on correspondence prepared for signature in FHWA.** An interim reply should be used only when an assigned due date cannot be met (see Figure 1.2). In order to ensure that the due date is met, the decision of the action office to use an interim reply should be made, if possible, on the third workday of the initial 5-workday suspense period. In the opening paragraph of the acknowledgment letter, fully identify the incoming correspondence by such information as its date, the organizational element from which it was referred, etc. Once the letter has been signed, the HOAES Correspondence Analyst will assign a new 3-week due date for the final reply.

4. **What are the procedures for interim replies for OST mail?** Contact the HOAES Correspondence Analyst before preparing interim replies for OST mail (see Figure 1.3).

5. **What are the procedures for acknowledgment letters for correspondence that Washington Headquarters refers to the field offices?**

- a. The HOAES sends an acknowledgment letter to the writer of the letter advising of the referral to the field office (see Figure 1.4).
- b. A copy of the acknowledgment letter is sent to the field office.

6. **What are the procedures for congressional correspondence that field offices refer to Washington Headquarters?**

- a. When a Member of Congress writes directly to a field office on matters requiring higher-level coordination:

- (1) The letter is promptly referred through appropriate channels to the Washington Headquarters with a proposed reply.
 - (2) The field office sends an acknowledgment letter to the Member of Congress advising of the referral to the Washington Headquarters.
 - (3) A copy of this acknowledgment letter is sent to the HOAES with the referred letter. When a response is prepared, the action office will identify the incoming letter and reference the acknowledgment made by the field office in the opening paragraph of the reply.
 - b. Direct replies may be made by field offices through appropriate channels to Members of Congress if purely local matters are involved or the subject matter is noncontroversial.
7. **What are the Associate Administrators' responsibilities?** The Associate Administrators shall:
- a. Designate an employee (correspondence contact) to maintain liaison with the HOAES and to be responsible for effective control and timely processing of controlled correspondence, including returning correspondence to the HOAES that should be handled by another program office.
 - b. Ensure that any correspondence of the type described in paragraph 1a (VIP Correspondence) of this chapter that has not been routed through the HOAES is promptly hand carried to the HOAES.
 - c. Audit the process of mail referred to action officials to ensure that due dates are met.
 - d. Respond promptly to letters and inquiries from the HOAES.
 - e. Coordinate with other offices that have any interest in the subject matter.
8. **What are the concurrence and coordination guidelines and procedures for correspondence?** In addition to the following, please refer to FHWA Order 1300.5, FHWA Coordination Guidelines, at <http://www.fhwa.dot.gov/legregs/directives/orders/13005.htm>
- a. **General Concurrences**
 - (1) **Concurrence within FHWA**
 - (a) Only those offices having a substantive interest in the subject of the correspondence shall be requested to concur on the "Grid" Form DOT F 1320.65 (see Figure 1.5).

- (b) Concurrence shall not be requested merely for courtesy or informational reasons. Information copies of the signed correspondence are sufficient for these purposes.
- (2) **Timely coordination.** Concurrence or nonconcurrence shall be accomplished without delay. Concurring offices must give high priority to correspondence requiring concurrence.
- (3) **Editorial correctness.** The originating office is responsible for editorial correctness of the correspondence.

b. **Procedures**

- (1) **Concurring offices.** The FHWA Delegations and Organization Manual, FHWA Order M 1100.1A, and the FHWA Routing Guide are helpful references for determining FHWA concurring offices. See <http://www.fhwa.dot.gov/legregs/directives/orders/m11001a.htm> for the Manual.
- (2) **Predrafting conference.** By telephone, electronic mail (e-mail), or personal visit, confer as appropriate with the concurring office(s) concerning the prepared correspondence.
- (3) **Clearances**
 - (a) Prepare copies of all essential background material, such as the incoming letter. Keep such material to a minimum. Make copies only of those documents that are essential for understanding the correspondence, not necessarily all those used for composing the correspondence.
 - (b) Originals of the official file copy and the backup material may be used to obtain concurrences, if time permits, if the background material is voluminous and concurrence appears to be a routine formality.
 - (c) In the case of urgent correspondence, prepare a copy of the official file for each concurring office. Retain the originals of file copy and backup material. When the copies are returned, include concurrences and nonconcurrences on the official file copy as a backup measure.
- (4) **Time limits.** The concurring office is normally allowed only 4 hours to concur or nonconcur.

- (a) In cases where prompt transmittal is essential, hand carry the correspondence.
 - (b) Telephone concurrences may be obtained in crucial circumstances where the action and concurring offices are some distance apart.
 - 1 Read the correspondence to the concurring party or send it via facsimile (FAX) transmission or e-mail and request verbal approval.
 - 2 Indicate this approval on the official file copy of the correspondence, and note how it was obtained.
 - (c) Concurrences may also be obtained using e-mail or the FAX machine to transmit the signed concurrence grid. Electronic messages advising of concurrence must show the signing official as the sender and are made a part of the official file copy.
- (5) **“Previous Coordination Valid.”** When concurrences have been obtained and a minor error is found causing the correspondence to be retyped, the words “Previous Coordination (and/or Concurrences) Valid” will be written in the upper portion of the official file copy, allowing space for additional concurrences. Draw a **diagonal red line** through the original official file copy and staple it to the back of the new official file copy.
- (6) **Concurrence.** If the correspondence is acceptable to the concurring official, concurrence is indicated in the section provided on the official file copy by recording the office routing symbol, the concurring official’s surname (write legibly and do not use initials only), and the date of concurrence. The correspondence is promptly sent to the next office as listed on Form FHWA-111, Routing and/or Review Slip. See <http://intra.fhwa.dot.gov/informs/adobeforms/fhwa111.pdf>.
- (7) **Nonconcurrences**
- (a) If at all possible, disagreements should be resolved before the reply is drafted.
 - (b) If disagreements are not resolved:
 - 1 State the differences and reasons on a separate sheet.
 - 2 Indicate nonconcurrence on the official file copy of the correspondence.

- 3 Return both the separate sheet and the official file copy to the action office.
- 4 Do not make editorial changes other than to point out mistakes in spellings or grammar.

CORRESPONDENCE TRACKING SYSTEM CONTROL SHEET

CONTROL NO: 040107-008-2004/I-2004-5198

WRITER'S NAME: KENNEDY, PATRICK J

AFFILIATION(S): HOUSE OF REPRESENTATIVES

OTHER WRITERS: MITCHELL, MICHAEL D.

ORIGINATOR: U.S. HOUSE OF REPRESENTATIVES

CATEGORY: PERMANENT WITH DUE DATE

SUBJECT: DOCKET NO. 0ST-2002-12170 SURFACE TRANSPORTATION
REAUTHORIZATION

COMMENTS: REPLY RETURN TO HPLS FOR EDIT 1/16/KW

ASSIGNED TO:	TO ORGANIZATION	ACTION	DATE
	POLICY	ACTION OFFICE	01-07-04
	OFFICE OF LEGISLATION + STRATEGIC PLANNING	FORWARD REQUEST TO M. COLE 1-8-03	01-08-04
	POLICY	SIGN CHARLES D. NOTTINGHAM	01-22-04
	EXECUTIVE SECRETARIAT	CORRESPONDENCE CLOSED BY KWEST	01-22-04

**SIGNATURE
LEVEL:**

POLICY

DISTRIBUTION:

ORGANIZATION
OFFICE OF LEGISLATION +STRATEGIC PLANNING
GOVERNMENTAL/CONGRESSIONAL AFFAIRS (I)

DATE
01-07-04
01-07-04

ANALYST/PHONE: KAY WEST / (202) 366-5656

Figure 1.1

Correspondence Control Sheet

- a. Control No. – The control number is assigned by the Correspondence Tracking System (CTS).
- b. Writer's Name – Name of the writer of the correspondence.
- c. Affiliation - Name of company or organization of the writer.
- d. Other Writer's – Name of any other writer's associated with the correspondence, e.g., constituent's name.
- e. Originator – A list of common sources of correspondence.
- f. Category – Whether a response is required or not.
 - (1) Permanent with Due Date – date the reply is due by in HOAES.
 - (2) Appropriate Handling – Assigned office determines whether a response is required.
 - (3) For Your Information – No response is required, control has been assigned for the information of the assigned office only.
- g. Subject – Subject matter of the correspondence.
- h. Comments – Any special instructions may be listed here, or special actions taken on the control.
- i. Assigned to – Lists the Action Office and location/status of the correspondence.
- j. Signature Level – Lists who should sign the letter.
- k. Distribution – Lists offices that have been sent a copy of the incoming correspondence for their information.
- l. Analyst/Phone – The analyst and phone number in the Executive Secretariat's office that controlled the correspondence and the person who should be called with any questions.

*THE CONTROL NUMBER (040107-008-2004) IS BASED ON THE YEAR, MONTH, AND DATE, WHILE THE NEXT 3 DIGITS (-008) INDICATE THE NUMBERED DOCUMENTS ENTERED INTO THE SYSTEM ON THAT DAY, THE LAST 4 DIGITS (2004) REFER TO THE OFFICE THAT CREATED THE CONTROL. Other control numbers from other offices like S-10 or OST/I are listed after the slash (e.g., I-2002-5198).

INTERIM REPLY PREPARED FOR FHWA SIGNATURE

Refer to: HIPA

Date

The Honorable Sheila Jackson Lee
U.S. House of Representatives
Washington, DC 20515

S-10 Control No. 041028-002

Dear Congresswoman Lee:

Thank you for your October 25 letter to Secretary of Transportation Norman Y. Mineta regarding the U.S. 59 South and Spur 527 project in Houston, Texas. I have been asked to reply.

I appreciate your letting us know of your concerns about the project. Given the nature of the inquiry, we will need additional time to complete our review with our Texas Division Office. I will follow up with you in the near future. If a member of your staff would like to discuss the subject with Mr. Michael Weiss of our Legislative Analysis Team, he may be reached at 202-366-1956.

Thank you for your patience as we give your request the attention it deserves.

Sincerely,

Mary E. Peters
Administrator

FHWA:HIF:RWeingroff:rw:6-4856:11/05/02
FHWA Control No. 041030-016-2004
S-10 Control No. 041028-002
cc: S3, S10, C, P, B, I, HOAES, HPLS

File Name: D/#acknow6.HOA.doc
Ms. Whiteside HEPE
Files 3212
HDA-TX (2)

Figure 1.2

INTERIM REPLY PREPARED FOR S-1 OR S-2 SIGNATURE

Date

The Honorable Tom Osborne
U.S. House of Representatives
Washington, DC 20515-2002

Reference: Control Number 040211-013

Dear Congressman Osborne:

Thank you for your January 31 letter on behalf of Mr. Edward Brennan of U.S. Concrete Products, L.L.C.

Department staff are reviewing the concerns you raised. However, additional time is needed for a complete review of the issue. I will follow up with you on this matter in the near future.

In the meantime, if you have any questions or concerns, please feel free to contact me. If a member of your staff would like to discuss the subject with Nicole Nason, Assistant Secretary for Governmental Affairs, she may be reached at (202) 366-9714.

Thank you for your patience as we give your request the attention it deserves.

Sincerely yours,

Norman Y. Mineta

FHWA:HIF-1:RWeingroff:rw:6-4856:02/14/02
FHWA Control No. 040213-005-2004
S10 Control No. 040211-013
cc: S3, S10, C, P, B, I, HOAES, HPLS

File Name: D/discard./#acknowl.7.doc
FHWA Files Return
Files 3212
Mr. McCormick HIBT

Figure 1.3

ACKNOWLEDGMENT LETTER

January 29, 2004

Refer to: HOA-3

Ms. Nola Frick
Sun 'n Lakes of Lake Placid Recreation District
P.O. Box 1187
440 Sun 'n Lake Blvd.
Lake Placid, FL 33862

Dear Ms. Frick:

This is in response to your letter to Secretary of Transportation Norman Y. Mineta requesting Federal funds to complete the sidewalk along the boulevard in your neighborhood.

I have forwarded your letter to our Florida Division and have asked someone to address your concerns. If you have any questions, please feel free to contact the Florida Division at 850-942-9650.

Sincerely yours,

Mary L. Peterson
Executive Secretariat

cc: Florida Division

Figure 1.4

CONCURRENCES	
RTG SYMBOL	
INITIALS/NO	
DATE	
RTG SYMBOL	
INITIALS/NO	
DATE	
RTG SYMBOL	
INITIALS/NO	
DATE	
RTG SYMBOL	
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DATE	
RTG SYMBOL	
INITIALS/NO	
DATE	

GRID

Form DOT F 1320.66

Supersedes previous edition

OFFICIAL FILE COPY

Figure 1.5

CHAPTER 2. PREPARATION OF LETTERS

Par.

1. When should a letter be prepared?
 2. What unit of measurement should be used in FHWA reports and correspondence?
 3. How do I prepare letters?
-
1. **When should a letter be prepared?** The letter is a formal communication that is used:
 - a. When writing to organizations, businesses, or individuals outside of the Federal government,
 - b. Where protocol dictates (Members of Congress, Cabinet officers, Governors, Mayors, etc.), or
 - c. When writing a personal or private message to individual FHWA employees on such matters as retirement, commendation, congratulations, or condolence.
 2. **What unit of measurement should be used in FHWA reports and correspondence?**

To the maximum extent practical, only the metric system of measurements should be used in all FHWA reports and correspondence. The use of dual units of measurement should be avoided unless it is determined in specific instances that such usage would be beneficial. Please review the guidance provided on June 1, 2001, from the Deputy Executive Director on Metric Use Requirements at <http://www.fhwa.dot.gov/programadmin/contracts/0601metr.htm>
 3. **How do I prepare letters?** Instructions for preparing correspondence are found in the following figures.

(Stamp or type date here when signed)

Refer to: HXX-XX

Ms. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)*

Dear Ms. (Surname):

The following format guidelines apply when preparing a letter:

1. Use Microsoft Word.
2. Fonts: For correspondence use Times New Roman 12 pt.
3. Spacing may vary between the date and address.
4. The margins for a letter are:
 - a. Microsoft Word Page Set: Top: 1", Bottom: 1", Left: 1", Right: 1" (template margins are pre-set).
 - b. Right justification is not permitted in letters or memorandums.
 - c. Left margin: In line with the left edge of the letterhead caption.
 - d. Right margin: Approximately 1.125 inches to prevent typing into the concurrence grid on the official file copy.
 - e. Bottom margin: Approximately 1.5 inches.
5. The date is stamped or typed approximately four lines below the letterhead beginning at the center point. If typed, spell out the month and show the date and year in numerals. Do not use st, th, or rd with the numerals.

Example: April 15, 2004



Figure 2.1

*The USPS two letter abbreviation (ALL CAPS) for the State is permitted on the inside address and the envelope. Use DC not D.C. However, when you mention a State in the body of the letter, it should be spelled out. This notation will not appear on the remaining figures in the Correspondence Manual.

NOTE: The margins and placement of address on short letters may vary for an attractive, well-balanced appearance.

6. The Sender's reference is typed approximately three lines below the date approximately flush with the right margin. If the addressee's reference is to be shown, type it below the sender's reference. Example:

Refer to: HXX-XX
Your Reference: TWDX

7. The address begins at the left margin, a minimum of two lines below the date or sender's reference. Single space in block style. The address should not exceed five lines (additional lines may be typed on the envelope). When any line goes past the center of the page (or over 4 inches), continue it on a second line that is indented two characters. Type the ZIP Code two spaces to the right of the State name. Do not use two titles on the same line of the address, such as "The Honorable Ted Stevens, Chairman" or "Mr. John A. Doe, P.E."

The Honorable Ted Stevens
Chairman
Committee on XXXXXXXXXXXXX

John A. Doe, P.E.
(Title)

8. The salutation is typed flush with the left margin two lines below the last line of the address followed by a colon. Do not use first-name salutations in letters for the Secretary, Deputy Secretary, and other OST officials' salutations unless specific instructions have been received from S-10 or HOAES. The same instructions apply for letters to be signed by the Federal Highway Administrator, Deputy Administrator, or Executive Director; do not use first-name salutations unless specific instructions have been received from the Administrator's office or HOAES.
9. The body of the letter begins two lines below the salutation. Letters are single spaced with double spacing between paragraphs. Use two spaces between sentences. Use clear, concise language and make sure the answers to incoming correspondence are responsive to the questions asked. Avoid the excessive use of acronyms. The first reference shall be spelled out with the acronym in parentheses. Begin each main paragraph flush with the left margin. The lines in a letter are double spaced if there is only one paragraph with less than ten lines.
10. **Opening paragraph**
 - a. When correspondence has been referred from OST (or from some other source) for FHWA response, advise the addressee of this referral in the opening paragraph.

- b. If there has been a previous acknowledgment, mention it in the opening paragraph. Give the date of the acknowledgment and any other clarifying information.
11. Begin the complimentary close at the center point two lines below the last paragraph. “Sincerely yours,” is customary, but not required, within FHWA. The current Federal Highway Administrator prefers the use of “Sincerely” as the complimentary close.
- a. When an individual is detailed to a position as a result of a personnel action, use the term “Acting” before the title in the signature block.

Example:

Sincerely yours,

John A. Jones
Acting Chief, Program Review Branch

- b. When an individual is acting in another position without a personnel action, the signature block will reflect the name and title of the incumbent, and the authorized person will sign for the incumbent.

Example:

Sincerely yours,

for: John A. Jones
Associate Administrator for
Program Development

(Stamp or type date here when signed)

Refer to: HXX-XX

John B. Doe, P.E.
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. Doe:

Begin the body of a letter two lines below the salutation line. Begin each main paragraph flush with the left margin. Single space between lines within paragraphs, and double space between paragraphs. Double space letters consisting of one paragraph and ten lines or less.

1. When a paragraph is subdivided, it must have at least two subdivisions and so on through any further subdivisions. Each succeeding subdivision of a paragraph should be indented.
 2. Subparagraphs or outlines may be numbered and lettered for clarity. Place periods after letters or figures in an outline. Omit the periods when the letters or figures are enclosed in parentheses or are underscored. Spacing between each subparagraph can be either single or double, but should be consistent throughout the letter. An example provided in the **Government Style Manual** and using Microsoft Word is:
 - (1) Balancing a checkbook
 - (a) Open your check register
 - (i) Verify all check numbers
 1. Verify no check numbers were duplicated
 2. Verify no check numbers were skipped
 3. Using a Microsoft Word numbered format is acceptable for correspondence. (Note: In the interest of brevity, only one subdivision at each level is shown in the example.)



Figure 2.2

- a. Bullets, dashes, etc., may also be used to separate talking points in briefings, items in a list, or ideas to add clarity.
- b. **Cited paragraphs.** The reference numbers and letters in a cited paragraph are typed without periods or spaces. Example:

1a(1)(a)
- c. **Carryover paragraphs.** A paragraph is split at the end of the page only if three or more lines of the paragraph can be carried over to the next page. There must be at least three lines of the paragraph at the bottom of a page before it can be split.
- d. **Succeeding pages.** Use plain copier paper. Type the page number seven lines from the top, flush with the right margin. Continue the body of the letter two lines below the page number.

Sincerely yours,

(Full Name)
(Title)

(Stamp or type date here when signed)

Refer to: HXX-XX

Mrs. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mrs. (Surname):

The following rules apply to incoming correspondence addressed to the FHWA or assigned by the OST Executive Secretariat (S-10) for signature by an FHWA official.

1. Correspondence will be signed at the lowest practical level, consistent with current delegations of correspondence signing authority in the FHWA Delegations and Organization Manual, FHWA ORDER M 1100.1A, at http://www.fhwa.dot.gov/legregs/directives/orders/m1100.1a/doa_ch03.htm, and in the Executive Director's memorandum dated July 21, 1999.
2. The authority for signing correspondence may be delegated and redelegated consistent with these instructions.
3. Within the limits of delegated signatory authority, each FHWA official shall exercise individual discretion in determining whether any correspondence requires signature at a higher level.
4. Signing authority is reserved for the Administrator, as set forth in the FHWA Delegations and Organization Manual, FHWA ORDER M 1100.1A, (see link above) which:
 - a. sets forth newly established FHWA policy;
 - b. deals with sensitive or controversial areas;
 - c. involves the functional responsibilities of more than one Associate Administrator;



Figure 2.3

- d. contains FHWA comments on proposed U.S. Department of Transportation (DOT) issuances involving new policy or significant revisions in existing delegations, policy statements, or organization structure (including no comment responses); and
 - e. is addressed to: the Secretary or Deputy Secretary of Transportation, White House Officials, the Director, Office of Management and Budget, Members of the Cabinet, Heads of Independent Agencies, and Governors.
5. Associate Administrators, in their respective areas of responsibility, may:
- a. sign all correspondence not reserved for the Federal Highway Administrator, as set forth in number 4 above, and
 - b. delegate signatory authority to Office Directors and Division Chiefs, consistent with their assigned responsibilities and not required to be reserved for Associate Administrators.
6. Office Directors, in their respective areas of responsibility, may:
- a. sign all correspondence not reserved for the Federal Highway Administrator, as set forth in number 4 above, and
 - b. delegate signatory authority to Division Chiefs or the equivalent, consistent with their assigned responsibilities and not required to be reserved for Office Directors.
7. Directors of Field Services, Resource Center Managers, Federal Lands Highway Division Engineers, and Division Administrators, in their respective areas of responsibility, may:
- a. sign all correspondence not reserved for the Federal Highway Administrator, as set forth in number 4 above, and
 - b. delegate signatory authority to other field officials, consistent with their assigned responsibilities and not required to be reserved for Directors of Field Services.

Sincerely yours,

(Full Name)
(Title)

(Stamp or type date here when signed)

Refer to: HXX-XX

Dr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Dr. (Surname):

The notation enclosure is used for letters. Enclosure notations are typed two lines below the signature block and flush with the left margin. When more than one enclosure is involved, identify each enclosure by number; e.g., Enclosure 2. When there is more than one lengthy enclosure, use tabs to identify each enclosure by number.

1. Note enclosure(s) identified in the body of the letter as follows:

Enclosure	OR	2 Enclosures
-----------	----	--------------
2. Note enclosure(s) not identified in the body of the letter as follows:

Enclosure:	OR	2 Enclosures:
Form Letters Handbook		Form Letters Handbook
		Plain Letters Handbook
3. Note multiple copies of the enclosure(s) identified in the body of the letter in parentheses as follows:

Enclosure (2)	OR	2 Enclosures (2)
---------------	----	------------------
4. Note multiple copies of the enclosure(s) not identified in the body of the letter in parentheses after identification of the enclosure as follows:

Enclosure:	OR	2 Enclosures:
Form Letters Handbook (2)		Form Letters Handbook (2)
		Plain Letters Handbook (2)



Figure 2.4

5. All enclosures are identified below the enclosure notation if none of the enclosures is identified in the body of the letter. Example:

2 Enclosures:
Form Letters Handbook
Plain Letters Handbook

6. When documents referred to in the body of a letter are sent separately from the letter, type "Separate Cover" two lines below the enclosure notation (or two lines below the signature block if there is no enclosure) and flush with the left margin. On the next line, type the titles or descriptions of the documents that are being sent. The documents are identified here, whether or not they were identified in the text, as follows:

Separate Cover:
Bridge Manual
Design Manual

- a. When sending more than one copy of the document under separate cover, indicate the number of copies in parentheses following the identification of the document as follows:

Separate Cover:
Bridge Manual (2)

- b. When the material is mailed, include a copy of the letter.

Sincerely yours,

(Full Name)
(Title)

(Stamp or type date here when signed)

Refer to: HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

1. Courtesy copy distribution notations are shown on the original of the letter only if the addressee has a need to know who received a copy of the letter. Always show the courtesy copy distribution on the internal information copies including the official file copy.
2. Courtesy copies are indicated by typing cc: flush with the left margin and two lines below the signature block, enclosure notation, or separate cover notation followed by the name or routing symbols of the recipients. Example:

cc:
HOA-1
HOA-2
HOA-3

OR

cc: HOA-1
HOA-2
HOA-3
3. Courtesy copy notations may be listed across the page but only to avoid starting a new page. Example:

cc: HOA-1, HOA-2, HOA-3, HOAES



Figure 2.5

4. When enclosures are furnished to recipients of copies of the letter, the courtesy copy notation is as follows:

cc: HPD-1, w/enclosure.

Sincerely yours,

(Full Name)

(Title)

(Stamp or type date
here when signed)

Refer to: HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

1. Distribution of file and information copies is indicated on all copies of the letter except the field copies. The writer's identification line is shown on all internal courtesy copies of the letter. Type the FHWA identification, routing symbol or originating office, writer's first initial and last name, typist's initials, writer's telephone number, and the date. The writer's identification line and distribution (a.k.a. legend block) should also include the FHWA and OST control numbers, location (i.e., file folder name) of the official paper file for that letter or memo, and the location (i.e., fileserver name, path, and filename) of the electronic file for that letter or memo. This information is typed two lines below the signature block.

Example:

FHWA:HIF-1:RWeingroff:jd:64856:12-24-03
Control No. 031212-004-2004/S10031211-014 (show control number(s) as
indicated on the control sheet)
Files 3213 Location:F:\HIF-1\PASYS.DOC
cc: (List all information copies, reader file, field copies, etc.)

2. If the letter is rewritten or retyped, this should be indicated directly below the first identification line.

Example:

Rewritten:HPD-1:JToole:mg:703-235-0500: 1-5-04
Location:F:\HPD-1\PASYS.DOC (list location of latest version if different from
original)



Figure 2.6

(Stamp or type date
here when signed)

Refer to: HXX-XX

Peter A. Smith, Esquire
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. Smith:

1. If the letter was signed in the Federal Highway Administrator's Office, the HOAES makes all of the HOA and OST copies and mails the original. The HOAES will return one signed, clean copy of the original and one copy showing the full distribution. The originating office is then responsible for making all other copies listed in the distribution block.
2. If the letter has been signed by an Associate Administrator or other official, the originating office will mail the letter and provide a copy to the HOAES. The distribution block as described in Figure 2-6 should be typed separately on plain copier paper and cut to fit at the bottom or where appropriate.

Sincerely yours,

(Full Name)
(Title)



Figure 2.7

Type of folder to use:

1. Red and White Striped Folders:

Members of Congress

Mayors

Correspondence for the Secretary, Deputy Secretary, Assistant Secretaries,
and

Modal Administrators

Governors

VIP (Stakeholder groups)

2. Blue and White Polka Dot Folder:

State DOT heads

General Public

Figure 2.8

(Stamp or type date
here when signed)

Refer to: HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

This section shows the correct way to assemble correspondence in a logical, neat package for signature. Keep together all items that belong with the original letter and all items that belong with the official file copy. Use binder clips to assemble packages.

1. **Right side of folder.** Attach the original letter and any enclosures on the right side of the folder. Do not staple enclosures. Enclosures should be clipped to the original in the sequence they are mentioned in the letter followed by an addressed envelope of the appropriate size.
 - a. **Plastic cover sheet.** This sheet is used to protect the original letter.
 - b. **Original outgoing letter.** The original letter, even when there are several pages, is never stapled.
 - c. **Enclosure(s).** Enclosures are attached in the sequence in which they are referenced in the letter, suitably captioned or tabbed.
 - d. **Envelope.** An appropriate-size, addressed envelope should be attached except for letters to be signed by the Secretary and Deputy Secretary.
2. **Left side of folder.** Official file documents are assembled in the following order with the summary sheet on top.
 - a. **Summary Sheet.** One-page summary of the issue/problem/request and rationale of position taken in response. (see Figure 2.24).



Figure 2.9

- b. Any official file copies voided by revision or retyping follow all pages of the final official file copy. Voided official file copies should be differentiated from the final official file copy with a **diagonal red line drawn through them**. Place official file copy under the grid, Form DOT F 1320.65. (<http://intra.fhwa.dot.gov/informs/adobeforms/dot132065.pdf>)
- c. The FHWA Correspondence Control Sheet is stapled to the official file copy.
- d. **Second Official file copy.** If the letter is to be signed by an OST official, a second official file copy is prepared (type on distribution: FHWA File Return). This copy is placed under the first official file copy and is to be used only for the concurrence of the Federal Highway Administrator, officials of other Operating Administrations (OAs), and/or Secretarial offices in OST. If a second official file copy is needed, the following items should be stapled to it.
 - (1) Enclosure(s). Copies of enclosures should be stapled to the official file copy. If material is too bulky to attach, a statement must be made to that effect on all copies.
 - (2) Copy of acknowledgment letter. If the incoming letter has been acknowledged, attach a copy of the acknowledgment letter.
 - (3) Interim Reply. If an interim reply has been previously sent, attach a copy.
 - (4) Copy of the incoming correspondence including the FHWA and S-10 control sheets.
- e. **Incoming Letter.** Place the incoming letter under the pink Incoming Tab, Form FHWA 222C.
- f. **Background.** Include all original pertinent correspondence and legible copies of any referenced material. Place the background material under the blue Background Tab, Form FHWA-222A, and staple it to the official file copy.

Sincerely,

(Full Name)
(Title)

Refer to: HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

- 1. This is the form used as the official file copy.
- 2. In the preparation of letters for signature by FHWA officials, attach the FHWA control sheet, incoming, and background to this copy.
- 3. In the preparation of letters for signature by OST officials, two file copies are needed. The first copy is used to document concurrences within FHWA. Attach the FHWA control sheet to this copy.
- 4. The second official file copy is used to document the concurrences of the Federal Highway Administrator and officials of other OAs and/or Secretarial offices in the DOT, as necessary. Attach the original incoming material and OST S-10 control sheet to the second official file copy. The official file copy showing concurrence by the Administrator will be identified in the distribution block as: “FHWA File Return.”

Sincerely yours,

(Name & Title, if appropriate)

CONCURRENCE
RTG SYMBOL
INITIALS/SIG
DATE
RTG SYMBOL
INITIALS/SIG
DATE
RTG SYMBOL
INITIALS/SIG
DATE
RTG SYMBOL
INITIALS/SIG
DATE
RTG SYMBOL
INITIALS/SIG
DATE
RTG SYMBOL
INITIALS/SIG
DATE

GRID

Figure 2.10

THE SECRETARY OF TRANSPORTATION
WASHINGTON, D.C. 20590

The Honorable (Full Name)
United States Senate
Washington, DC 20510

Dear Senator (Surname):

Thank you for your letter of (date) concerning -----
-----.

This is the format for a letter prepared for the Secretary of Transportation's signature. The letters to be signed by the Secretary are prepared on special letterhead. Omit the sender's reference on all correspondence typed for signature of an OST official. Check with the HOAES for the list of "first names" to be used in Secretarial letters.

Refer to the date of the incoming correspondence in the opening paragraph of a letter prepared for the Secretary's signature. *"Thank you for your letter of (date) concerning..."* The subject of the incoming correspondence should be included in the opening paragraph. Make sure all letters are properly centered on the page. Do not double space letters or write letters that are one paragraph in length. End each letter with *"If I can provide further information or assistance, please feel free to call me."*

Type the Secretary's name five lines below the complimentary close.

Sincerely yours,

(Full Name)

Figure 2.11

The Deputy Secretary of Transportation

U.S. DEPARTMENT OF TRANSPORTATION

400 Seventh Street, S.W., Room 10200

WASHINGTON, D.C. 20590

The Honorable (Full Name)

Governor of State

(City, State ZIP Code)

Dear Governor (Surname):

Thank you for your letter of (date) concerning -----

This is the format for a letter prepared for the Deputy Secretary of Transportation's signature. The letters to be signed by the Deputy Secretary are prepared on special letterhead. Omit the sender's reference on all correspondence typed for signature of an OST official. Check with the HOAES for the list of "first names" to be used in Deputy Secretarial letters.

Refer to the date of the incoming correspondence in the opening paragraph of a letter prepared for the Deputy Secretary's signature. *"Thank you for your letter of (date) concerning..."* The subject of the incoming correspondence should be included in the opening paragraph. Make sure all letters are properly centered on the page. Do not double space letters or write letters that are one paragraph in length. End each letter with *"If I can provide further information or assistance, please feel free to call me."*

Type the Deputy Secretary's name five lines below the complimentary close.

Sincerely yours,

(Full Name)

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

Thank you for your letter of (date) concerning -----
-----.

This is the format for a letter prepared for other OST officials' signature. The letters to be signed by the Assistant Secretaries and the General Counsel each are prepared on special letterhead. Other OST officials use the Office of the Secretary letterhead. Omit the sender's reference on all correspondence typed for signature by an OST official.

Refer to the date of the incoming correspondence in the opening paragraph of a letter prepared for the signature of an OST official. The subject of the incoming correspondence should be included in the opening paragraph. Make sure all letters are properly centered on the page. Do not double space or write letters that are one paragraph in length. End each letter with *"If I can provide further information or assistance, please feel free to call me."*

Type the OST official's name five lines below the complimentary close.

Sincerely yours,

(Full Name)
(Title, if not on special
letterhead)

Figure 2.13

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

1. Controlled correspondence is distributed as follows.
 - a. Field copies as necessary.
 - b. Two official file copies. The first DOT F 1320.65 (<http://intra.fhwa.dot.gov/informs/adobeforms/dot132065.pdf>) is used to document concurrences within FHWA. The second official file copy is used to document the concurrences of the Federal Highway Administrator and officials of other OAs and/or Secretarial offices in the OST as necessary. Attach the concurrences from the offices in the OST as necessary. Attach the original incoming material and OST S-10 control sheet to the second official file copy. The official file copy showing concurrence by the Federal Highway Administrator will be identified in the distribution block as: FHWA File Return.
 - c. One copy for OST S-10 with a copy of all enclosures attached.
 - d. One copy for the Assistant Secretary for Governmental Affairs (I), if the letter is addressed to a Member of Congress or State or local government official (such as a mayor).
 - e. Copies for other OST officials or other OAs requiring an information copy.
 - f. Copies for the Federal Highway Administrator (HOA-1), Deputy Administrator (HOA-2), and Executive Director (HOA-3).
 - g. Copies for the Legislative Analysis Team Leader (HPLS-40) if the letter is addressed to a Member of Congress.
 - h. One copy for the HOAES to which is attached a copy of any enclosures.
 - i. Other information copies as required by the action office.

2. Noncontrolled correspondence (generally correspondence originating in FHWA). In addition to the copies listed above, prepare copies as required by the FHWA control sheet.

Sincerely,

(Full Name)
(Title)

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

The OST/S-10 Priority Coordination folders are used for correspondence that have a very short turnaround. Coordination must be completed and returned to the HOAES by the specified time. Special attention must be given to these folders in order to meet the critical deadlines. Clearances should be made on the concurrence grid of the photocopy of the official file copy, which is on the left side of the folder.

Sincerely,

(Full Name)
(Title)

Figure 2.15

(Stamp or type date
here when signed)

Refer to: HXX-X

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

This is the format for a letter prepared for signature by the Federal Administrator, Deputy Administrator, or Executive Director. Do not use first name salutations unless instructed to do so by the HOAES.

Letters prepared for the signature of the Federal Highway Administrator, Deputy Administrator, or the Executive Director (or letters of special interest to them that are signed by others) are controlled by and routed through the HOAES.

If a letter is signed outside the Office of the Federal Highway Administrator, but controlled by HOAES, forward a copy to the HOAES. Control number(s) should be shown on the copy.

The following are suggested opening paragraphs; the closings are provided for letters assigned by one or more people:

1. Thank you for your letter of August 9 (do not include year unless other than current year) to Secretary of Transportation (Full Name) regarding (subject). Your letter was forwarded to the Federal Highway Administration for reply, since it is the agency responsible for (program).
2. This is in further reply to your letter of July 3 to Ms. (Full Name), Assistant Secretary for the U.S. Department of Transportation's Office of Governmental Affairs. Your letter was forwarded to the Federal Highway Administration for further response.
3. Thank you for your letter of December 15 cosigned by Senator Olympia J. Snowe regarding (subject).



Figure 2.16

Closing: If I can provide further information or assistance, please feel free to call me. An identical letter has been sent to Senator Snowe.

4. Thank you for your letter of December 14 cosigned by your congressional colleagues concerning (subject).

Closing: If I can provide further information or assistance, please feel free to call me. An identical letter has been sent to each cosigner of your letter.

Use the following guidelines when preparing a letter for the signature of the Federal Highway Administrator, Deputy Administrator, or Executive Director.

1. Prepare the letter on Office of the Administrator letterhead. Forward the original and the official file copy in the appropriate folder (red and white or blue and white), along with the distribution information. (See Figure 2.9) (Note: All copies must be identical to the original.)
2. Do not use an attention line on letters.
3. The signature block is typed five lines below the complimentary close. Enclosure notations are typed two lines below the title of the signing official.
4. Do not show courtesy copy distribution on the original letter unless there is a need for the addressee to be informed.
5. Do not justify the right margin.
6. Do not staple originals or courtesy copies.
7. The final assembled package should include a copy of the original letter, any enclosures, envelope, the incoming letter, and any background information.
8. The initials and surname are required on the concurrence grid on the official file copy.
9. Upon receipt of the reproduced signed copy, the originating office should make copies to be distributed outside the office (except those for HOA-1, HOA-2, HOA-3, HOAES, and higher offices). The originating office is responsible distributing the signed copies to the field offices.
10. Attach all voided official file copies beneath the final copy. Return the letter originally intended for signature, including any notes from the Office of the Federal Highway Administrator.

Letters prepared for signature in the Office of the Federal Highway Administrator should be written so they can be signed by either the Federal Highway Administrator, Deputy Administrator, or Executive Director, unless otherwise instructed by the HOAES.

Sincerely,

(Full Name)
(Title)

(Stamp or type date
here when signed)

Refer to: HXX-X

Through: Mr. (Full Name)
Division Administrator
City, State

Mr. (Full Name)
Commissioner, (Name of
State highway agency)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

Thank you for your letter of March 10 to Secretary of Transportation (Full Name) expressing concern over the problem of ----- . Your letter was forwarded to the Federal Highway Administration for reply.

This is the format for a letter written to a State highway agency from the Washington Headquarters office.

Prepare an appropriate-size envelope for the original, plus a larger envelope addressed to the appropriate Division Administrator. The original letter plus division office copies will be mailed to the Division Administrator for further handling and direct response.

Mr. _____, our Division Administrator in (State), will work closely with you -----
----- . He/she can be reached at (include a phone number).

Sincerely,

(Full Name)
(Title)



Figure 2.17

(Stamp or type date
here when signed)

Refer to: HXX-1
USS-1
NXX-1

The Honorable (Full Name)
Mayor of (Name of City)
(City, State ZIP Code)

Dear Mayor (Surname):

Thank you for your letter of July 28 concerning -----
-----.

This is the format for a letter prepared for the signature of two or more Administrators within DOT. Type the name and title of the originating Administrator on the right side and the name and title of the second Administrator on the left side, five lines below the complimentary close. If there is a third Administrator, center the name and title under the first two.

If it is not known who the signing officials will be, leave enough room for the name, title, and signature. Use Office of the Administrator letterhead and type in the full name, title, and name of the respective DOT Administrations.

Sincerely ,

(Full Name)
Administrator, Federal Transit
Administration

(Full Name)
Administrator, Federal
Highway Administration

(Full Name)
Administrator, National Highway
Traffic Safety Administration



Figure 2.18



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

(Stamp or type date
here when signed)

Refer to: HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

This is the format for a letter cosigned by the Federal Highway Administrator and the head of an outside organization such as the Executive Director of the American Association of State Highway and Transportation (AASHTO) Officials. Use Office of the Administrator letterhead.

This format is reserved for signature in the Office of the Federal Highway Administrator.

If it is known who the signing officials will be, type in the name and title five lines below the complimentary close. The Federal Highway Administrator's name and title is typed on the right side. The name and title of the cosigner is typed on the left side. See example below.

Sincerely,

(Full Name)
(Title), American Association
of State Highway and
Transportation Officials

(Full Name)
Administrator, Federal
Highway Administration



Figure 2.19

(Stamp or type date
here when signed)

Refer to:: HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

When an identical letter is written to two or more persons, prepare an original for each addressee and only one official file copy. Type a list of the addressees on all internal copies, or, if the list is too long, attach it to the file copy.

Sincerely,

(Full Name)
(Title)

FHWA:HEP-10:Rweingroff:ddv:64856:10-30-03
Control No(s). 031025-001-2004
Location: F:/Shared/BYRD.DOC
cc: HOA-1, HOA-2, HOA-3
HOAES, HEP-1, HPD-1, HEP-23/File (2)

Figure 2.20

Identical letters sent to:

MR WALTER E MAIER
7818 SUNRAY LANE
ST LOUIS MISSOURI 63123

MR WALLACE E STICKNEY
P O BOX 483
CONCORD NEW HAMPSHIRE 03302-0483

or

Identical letters sent to attached list



400 Seventh St., S.W.
Washington, D.C. 20590

(Stamp or type date
here when signed)

Refer to: HXX-XX

Ms. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Ms. (Surname):

This is the format for a letter prepared for the Associate Administrator's or other official's signature. First-name salutations may be used as instructed by the signing official.

The following are suggested opening paragraphs:

1. Thank you for your letter of June 20 to Federal Highway Administrator (Full Name) opposing (subject).
2. Thank you for your letter of April 27 to the President regarding (subject). The White House forwarded your letter to the Federal Highway Administration because we manage the (program).

Type in the name and title of the signing official five lines below the complimentary close.

Sincerely yours,

(Full Name)
(Title)



Figure 2.22



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

(Stamp or type date
here when signed)

Refer to: HXX-XX

Mr. (Full Name)
(Title)
(Name of Organization)
(Street Address)
(City, State ZIP Code)

Dear Mr. (Surname):

1. Controlled Correspondence. In addition to the copies listed below, prepare copies as required by the FHWA Controlled Correspondence sheet.
 - a. Copies for the Administrator (HOA-1), Deputy Administrator (HOA-2), and Executive Director (HOA-3) only if necessary to keep them informed.
 - b. Official file copy.
 - c. Other information copies as required by the action office.
2. Noncontrolled correspondence. Copies as listed above.

Sincerely yours,

(Full Name)
(Title)



Figure 2.23

SUMMARY SHEET
(Limit Information to 1-Page)

SUBJECT: State the title of the action/issue.

ISSUE: Clearly state the issue, problem, or request the writer/requester is asking FHWA to solve, fund, or assist them with solving.

FHWA POSITION: State in 2 or 3 sentences our response/action/proposed solution to the issue/problem/request.

BACKGROUND: Provide key facts that summarize the issue/problem/request and rationale for our position. Use this space to refer to specific tabs for detailed information highlighted on specific pages of accompanying documents.

POINT OF CONTACT: Include the name, routing symbol, and telephone number of individual preparing response to document.

SUPERVISOR: Include the name, routing symbol, and telephone number of Program Office Director or Division Chief.

This sheet should be placed on the left inside of the folder on top of the yellow concurrence tab. The incoming correspondence should be placed under the pink incoming tab. Any background material should be placed under the blue background tab.

CHAPTER 3. PREPARATION OF CONGRESSIONAL CORRESPONDENCE

Par.

1. What is congressional correspondence?
2. What are the guidelines for congressional correspondence?

1. **What is congressional correspondence?** Congressional correspondence includes all written communications sent to or received from Members of Congress, congressional committees, staff members, individuals, and organizations whose correspondence has been forwarded by a Member of Congress for assistance in preparing a reply.
2. **What are the guidelines for congressional correspondence?** The following guidelines apply when preparing congressional correspondence.
 - a. **Due dates.** The deadline for preparing a response to a congressional letter is five working days from the date of receipt in the Office of the Secretary of Transportation's (OST's) Executive Secretariat (S-10), and five working days from the date of receipt from the FHWA Executive Secretariat (HOAES). Action offices are expected to meet the due date as assigned. If circumstances are such that the due date must be extended from one to five days, contact the HOAES for further instructions. Requests for extension from S-10 must be made in writing or by e-mail, but they should be discussed with the HOAES before any action is taken.
 - b. **Acknowledgment letters.** An acknowledgment letter and/or interim reply should be used only when the final reply cannot be made by the assigned due date. Check with the HOAES before preparing acknowledgments or interim replies for correspondence prepared for signature by the Secretary or Deputy Secretary of Transportation.
 - c. **Types of replies.**
 - (1) **Reply to constituent.** When a Member specifically requests the reply be sent directly to the constituent, forward a copy of the reply and incoming to the Member (shown on the original), unless the Member specifically requests no copy.
 - (2) **Reply to member.** If the Member is to forward the final reply, prepare the reply in accordance with the instructions on the following pages.
 - d. **Guidance on congressional reports to Congress.** (See Appendix D).
 - e. **Congressional committee correspondence.** When a Member of Congress writes as Chairperson or Member of a Committee, address the reply as follows:

(1) **Senate Committee Chairman**

THE HONORABLE (FULL NAME)
CHAIRMAN, COMMITTEE ON (FULL NAME OF COMMITTEE)
UNITED STATES SENATE
WASHINGTON, DC 20510

Dear Mr./Madam Chairman:

(2) **Senate Subcommittee Chairman**

THE HONORABLE (FULL NAME)
CHAIRMAN, SUBCOMMITTEE ON (FULL NAME OF
SUBCOMMITTEE)
(FULL NAME OF PARENT COMMITTEE)
UNITED STATES SENATE
WASHINGTON, DC 20510

Dear Mr./Madam Chairman:

(3) **House Committee Chairman**

THE HONORABLE (FULL NAME)
CHAIRMAN, COMMITTEE ON (FULL NAME OF COMMITTEE)
U.S. HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515

Dear Mr./Madam Chairman:

(4) **House Subcommittee Chairman**

THE HONORABLE (FULL NAME)
CHAIRMAN, SUBCOMMITTEE ON (FULL NAME OF
SUBCOMMITTEE)
(FULL NAME OF PARENT COMMITTEE)
U.S. HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515

Dear Mr./Madam Chairman:

- f. Figures 3.1 through 3.8 provide samples of congressional correspondence with specific procedures and instructions.



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

(Stamp or type date
here when signed)

Refer to: HXX-1

The Honorable (Full Name)
United States Senate
Washington, DC 20510

Dear Senator (Surname):

When correspondence is received from a staff person of a Member of Congress or a congressional committee, address the reply to the Member or the Chairperson of the Committee. Reference the staff member's letter in the opening paragraph. The reply may be sent directly to the sender only if the reply pertains solely to congressional staff work or if a direct reply has been requested. An "Attention" line may be shown on the envelope.

Example:

ATTENTION MR/MS (FULL NAME)
THE HONORABLE (FULL NAME)
UNITED STATES SENATE
WASHINGTON, DC 20510

NOTE: Do not use an attention line in the actual correspondence; only use the attention line on the envelope if the Member asks that the reply be sent to the attention of a particular staff member.

Sincerely,

(Full Name)
(Title)



Figure 3.1



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

(Stamp or type date
here when signed)

Refer to: HXX-1

Mr. (Full Name)
Chief of Staff to the late
Senator (Full Name)
United States Senate
Washington, DC 20510

Dear Mr./Ms. (Surname):

If it becomes necessary to address a letter to the office of a deceased Member of Congress before a successor has been appointed or elected, address the letter (by name, if known) to the chief of staff or administrative assistant. The letter may also be addressed to the secretary of the deceased Member as shown below.

Mr./Ms. (Full Name)
Secretary to the Late (Member's Full Name)
U.S. House of Representatives
Washington, DC 20515

Dear Mr./Ms. (Surname):

Sincerely,

(Full Name)
(Title)



Figure 3.2



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

(Stamp or type date
here when signed)

Refer to: HXX-1

The Honorable (Full Name)
United States Senate
Washington, DC 20510

Dear Senator (Surname):

When a constituent's letter results in an inquiry from more than one Member of Congress, send an original to each Member. Indicate in each letter the name(s) of the other Member(s) who received or will be receiving an identical response. The official file and distribution copies should show the notation:

Identical letter:
The Honorable John Doe
United States Senate

The Honorable John Smith
U.S. House of Representatives

Sincerely,

(Full Name)
(Title)



Figure 3.3

(Stamp or type date
here when signed)

Refer to: HXX-1

The Honorable (Full Name)
United States Senate
Washington, DC 20510

Dear Senator (Surname):

The following copies are to be made for all congressional correspondence:

1. Prepare one copy of all congressional correspondence for the Office of the Assistant Secretary for Governmental Affairs (I), whether the correspondence is for signature by an OST or FHWA official.
2. Prepare copies as called for on the control sheet.
3. For all congressional correspondence, regardless of the signature element, prepare copies for the FHWA organizational elements as follows:
 - a. One copy for the Administrator (HOA-1)
 - b. One copy for the Deputy Administrator (HOA-2)
 - c. One copy for the Executive Director (HOA-3)
 - d. One copy for the Legislative Analysis Team Leader (HPLS-40)
 - e. One copy for the HOAES (attach copy of an enclosure).
 - f. When a congressional letter is signed by the Federal Highway Administrator or a higher-level DOT official, the copies listed in paragraphs 1 and 3 (a) through (e) are made by the HOAES. Do not make copies for HOA once the package is returned.
 - g. Copies as required to keep other offices informed.



Figure 3.4

- h. Copies for the appropriate Division Administrator when congressional correspondence has a bearing on the Federal-aid Highway Program.

Letters of interest to a State will normally relate to:

1. program progress,
2. status of funds,
3. selection of projects for Federal participation,
4. highway location or design, and
5. other highway-related matters.

On matters that are of interest to the State, the action office will:

1. prepare one set of the incoming and outgoing correspondence for the field use, and
2. mail the one set directly to the appropriate Division Administrator.

Sincerely,

(Full Name)
(Title)



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

(Stamp or type date
here when signed)

Refer to: HXX-1

The Honorable (Full Name)
United States Senate
Washington, DC 20510

Dear Senator (Surname):

Thank you for your letter of May 10 concerning _____
_____.

This is the format for a letter prepared to a Senator at his/her Washington Office.

A Senator frequently forwards correspondence received from an individual or organization (congressional constituent). When the reply is made to the Senator, return the correspondence if it is requested. Before returning the original correspondence, make a copy for the official file. If the fact that the constituent's correspondence is being returned to the Senator has not been mentioned in the body of the letter, show "Transmitted Correspondence" after "Enclosure:" as shown in this sample.

Sincerely,

(Full Name)
(Title)

Enclosure:
Transmitted Correspondence



Figure 3.5



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

Refer to: HXX-1

The Honorable (Full Name)
United States Senator
(Mailing Address)
(City, State ZIP Code)

Dear Senator (Surname):

Thank you for your letter of March 10 concerning _____
_____.

This is the format for a letter prepared to a Senator at an address other than his/her Washington office.

When writing to a Senator at an address other than his/her Washington office, a copy is also sent to the Senator's Washington office. Show the fact that a copy is being sent to the Washington office on all copies, including the original (as shown below).

When writing to a Senator at an address other than his/her Washington office, a copy is sent to the Senator's Washington office. The HOAES will photocopy the signed original and mail the original to the district office. A photocopy will be sent to the Washington office by HOAES. An envelope addressed to the Washington office should be included with the package, along with a copy of the incoming letter.

Sincerely,

(Full Name)
(Title)

Enclosure:
Transmitted Correspondence

cc:
Washington Office



Figure 3.6



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

(Stamp or type date
here when signed)

Refer to: HXX-1

The Honorable (Full Name)
U. S. House of Representatives
Washington, DC 20515

Dear Congressman/woman (Surname):

Thank you for your letter of May 10 concerning _____
_____.

This the format for a letter prepared to a Representative at his/her Washington office.

A Representative frequently forwards correspondence received from an individual or organization (congressional constituent). When the reply is made to the Representative, return the correspondence if it is requested. Before returning the original correspondence, make a copy of the official file. If the fact that the constituent's correspondence is being returned to the Representative has not been mentioned in the body of the letter, show "Transmitted Correspondence" after "Enclosure:" as shown in this sample.

Sincerely,

(Full Name)
(Title)

Enclosure:
Transmitted Correspondence



Figure 3.7



Office of the Administrator

400 Seventh St., S.W.
Washington, D.C. 20590

Refer to: HXX-1

The Honorable (Full Name)
Member, U.S. House of
Representatives
(Mailing Address)
(City, State ZIP Code)

Dear Congressman/woman (Surname):

Thank you for your letter of March 10 concerning _____
_____.

This is the format for a letter prepared to a Representative at an address other than the Washington office.

When writing to a Representative at an address other than his/her Washington office, a copy is sent to the Representative's Washington office. The HOAES will photocopy the signed original and mail the original to the district office. A photocopy will be sent to the Washington office by HOAES. An envelope addressed to the Washington office should be included with the package, along with a copy of the incoming letter.

Sincerely,

(Full Name)
(Title)

Enclosure:
Transmitted Correspondence

cc:
Washington Office



Figure 3.8

CHAPTER 4. PREPARATION OF WHITE HOUSE CORRESPONDENCE

1. **What are the types of White House correspondence, and how do I prepare them?**
 - a. **Presidential correspondence.** Presidential correspondence is correspondence prepared for signature by the President or members of the White House staff. Check with HOAES for proper formatting.
 - b. **Secretarial correspondence.** Secretarial correspondence is correspondence from the Secretary to the President. Check with HOAES for proper formatting.
 - c. **OST and/or FHWA correspondence.** OST and/or FHWA correspondence is correspondence referred from the White House for direct reply by an OST or an FHWA official. The opening paragraph should read:

Thank you for your letter of May 12 to President Bush regarding _____.
It has been forwarded to the Federal Highway Administration for reply.

CHAPTER 5. PREPARATION OF MEMORANDUMS

Par.

1. What is a memorandum form?
2. How do I prepare a memorandum form?

1. **What is a memorandum form?** A memorandum form is used for informal correspondence throughout the FHWA and with all other organizational elements of the DOT. The electronic template can be accessed from <http://intra.fhwa.dot.gov/informs/tn00-02%20template%20test.htm>
2. **How do I prepare a memorandum form?**
 - a. **Assembling a memorandum for signature.** When assembling a memorandum for signature, keep together all items belonging with the original of the memorandum, all items belonging with the official file copy, and all items belonging with the information copies.
 - b. **Stapling and mailing an original memorandum.** The original memorandum and any attachments are not stapled until signed. Attachments are clipped under the original in sequential order. If the memorandum is mailed through the U.S. Postal Service (USPS), a proper sized addressed envelope should be prepared.
 - c. **Voiding official file copies.** Any official file copies voided by revision or retyping should be attached following all pages of the final official file copy. Voided official file copies should be differentiated from the final official copy with a **red diagonal line** drawn through them and “previous concurrences valid” typed or neatly written above the concurrence grid.
 - d. **Filing memorandums.** All memorandums regardless of subject matter or signature level should be in the appropriate correspondence folder.
 - e. **What unit of measurement should be used in FHWA reports and correspondence?** To the maximum extent practical, only the metric system of measurement should be used in all FHWA reports and correspondence. The use of dual units of measurement should be avoided unless it is determined in specific instances that such usage would be beneficial. Please review the guidance provided on June 1, 2001, from the Deputy Executive Director on Metric Use Requirements at <http://www.fhwa.dot.gov/programadmin/contracts/0601metr.htm>.
 - f. Figures 5.1 through 5.19 provide samples of memorandum forms with further instructions.

Memorandum

Subject: INFORMATION: Margins, Date and Reply to
Attn. of:

Date: (type date when
signed)

From: (Name) of Signing Official
Title

In Reply Refer To:
HXX-XX

To: (Name)
(Title and Organization Code (HXX-XX1))

Memorandums are used for informal correspondence throughout the FHWA and with all other organizational elements of the DOT. Use the memorandum form or a computer-generated copy. See Chapter 7 on how to access Microsoft Word templates from StaffNet.

1. The margins for a memorandum are:
 - a. Left margin: Begin typing two spaces after the colon in the subject line.
 - b. Right margin: Approximately 1 inch to prevent typing into the concurrence grid on the official file copy.
 - c. Bottom margin: Approximately 1 ½ inches.
 - d. Right justifications are not acceptable.
2. When a memorandum is signed, the date is preferably typed or stamped by the office in which the memorandum is signed two spaces after the Date: caption. If typed, spell out the month and show the date and year in numerals. Do not use st, th, or rd with the numerals.

Example:

Date: June 30, 2003

3. Reply to Attn. of: Type the routing symbol of the action office two spaces to the right of the Reply to Attn. of: caption shown on the right of the memorandum form (correspondence routing symbols used by the FHWA are listed on StaffNet at <http://staffnet.fhwa.dot.gov/sysroute.htm>)



Figure 5.1

Memorandum

Subject: Information: Use of Subject Line

Date: type date when
signed

From: (Name)
(Title of Signing Official)

In Reply Refer To:
XXX-1

To: (Name)
(Title and Organization Code (XXX-1))

The SUBJECT line is typed two spaces after the SUBJECT: caption. Keep the subject short. If more than one line is needed, type succeeding lines flush with the first line. Capitalize the first letters of all words except articles, prepositions, and conjunctions. The SUBJECT line must indicate one of the following captions: ACTION: (action is required of the addressee), INFORMATION: (information is provided and no action is required of the addressee), or BRIEFING. Example:

INFORMATION: FHWA Correspondence Manual

1. Response to Incoming Memorandums

- a. Reference the incoming memorandum. When responding to an incoming memorandum, reference it in the SUBJECT line in as few words as possible. Example:

INFORMATION: Welfare and Recreation Board
(Your memorandum, 9/15/03, copy attached)

- b. Attach a copy of incoming memorandum from the OST. When responding to a memorandum from the OST, always attach a copy of the incoming memorandum or request (do not include attachments) to the original of the reply and note this in the SUBJECT line. Example:

INFORMATION: Welfare and Recreation Board
(Your memorandum, 9/15/03, copy attached)

Figure 5.2

- c. Reference previous outgoing memorandums. When writing to the same person before a reply has been received, reference the previous memorandum in the SUBJECT line and attach a copy. Example:

INFORMATION: Welfare and Recreation Board
(Our memorandum, 9/15/03, copy attached)

- 2. Include required due dates. Memorandums requiring an answer or other action shall contain the due date as part of the SUBJECT line. Example:

ACTION: Improved Staffpower Management Report
(Reply Due: 9/15/03)

Memorandum

Subject: INFORMATION: Use of FROM Line

Date: Type date when signed

From: (Name)
(Title of Signing Official)

In Reply Refer To:
XXX-1

To: (Name)
(Title and Organization Code (XXX-1))

Memorandums from and to FHWA/OST officials and officials of other OAs will be signed according to comparable organizational level.

1. Title. The name and title of the signing official will be shown on the FROM line. The name and title will be shown on the FROM line when memorandums are addressed to the Secretary and Deputy Secretary of Transportation.
2. Memorandums for signature by two or more FHWA officials, or two or more DOT Administrators. Type the correspondence originator's title first with the other officials following.
3. When an individual is detailed to a vacant position on a temporary basis, use the term "Acting" before the title on the FROM line. Example:

FROM: Acting Chief, Management Programs and Analysis Division

4. When an individual is signing for an official who is temporarily out of the office (official travel or leave, for instance), the FROM line will reflect the title of the incumbent, and the authorized person will sign for the absent incumbent.

Figure 5.3

Memorandum

Subject: INFORMATION: Use of TO Line

From: (Name)
(Title of Signing Official)

To: (Name)
(Title and Organization Code (XXX-1))

Date: Type date when
signed)

In Reply Refer To:
XXX-1

Memorandums to and from FHWA/OST officials and officials of other OAs will be prepared according to comparable level. Type the name and title of the addressee two spaces to the right of the TO line, followed on the second line by the office title and organization code. Show the addressee's office routing symbol in parenthesis one space after the title.

When initiating a memorandum, show the routing symbol of the addressee's office. When replying to an incoming memorandum, use the routing symbol shown on the incoming.

1. ATTENTION Line. Avoid an ATTENTION line whenever possible by being specific in the address. If an ATTENTION line must be used, follow the example below:

TO: Mr. John Doe
Chief, Bridge Division (HXX-XX)
ATTENTION: Mr. Paul Smith
(Title) (HXX-XX)

2. THROUGH Line. Occasionally a memorandum will be routed through an office for clearance or approval. Use of the THROUGH line requires a signature before transmittal to the addressee. When the THROUGH line is used, type as shown:

TO: Mr. Joe Toole
Associate Administrator for
Program Development (HXX-XX)
THROUGH: Mr. John Doe
Director, Office of Engineering (HXX-XX)

(Note: When using a THROUGH line, be sure a copy is included in the package for the THROUGH addressee(s).)



Figure 5.4

Memorandum

Subject: INFORMATION: Multiple-Addressed
Memorandums

Date: (type date when
signed)

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: See Addressees

For multiple-addressed memorandums, prepare one original (unless specifically instructed otherwise by HOAES) to be reproduced after signature. Prepare one set of copies for file and distribution.

1. When the TO line requires the notation “See Addressees,” type “Addressees:” at the left margin two lines below the last line of type. On the next line, list the name and titles and/or routing symbols of the addressees. If the list requires more than one page, type the individual addressee’s title and routing symbol on a separate sheet of paper and attach it to the front of the memorandum.
2. When the TO line designates a multiple-addressed memorandum to all Associate Administrators, Directors of Field Services, Resource Center Managers, and Division Administrators, write or type the title and/or routing symbol of each addressee in the upper right-hand corner of his/her copy.

Addressees:

Name, Associate Administrator for Research
and Development (HRD-1)

Name, Associate Administrator for Infrastructure (HIF-1)

Name, Associate Administrator for Civil Rights (HCR-1)



Figure 5.5

Memorandum

Subject: INFORMATION: Body of a Memorandum
Paragraphing, and Succeeding Pages

Date: (type date when
signed)

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: (Name)
(Title and Organization Code (XXX-1))

Begin the body of a memorandum three lines below the last line of the TO line. Begin each main paragraph flush with the left margin. Single space the body of the memorandum, and double space between paragraphs. Double space one-paragraph memorandums consisting of ten lines or less.

1. When a paragraph is subdivided, it must have at least two subdivisions. Each succeeding subdivision of a paragraph is indented.
2. Subparagraphs may be numbered and lettered for clarity. Place periods after letters or figures in an outline. Omit the periods when the letters or figures are enclosed in parentheses or are underscored. Each indention is four spaces, and typing should begin on the fifth space. A Microsoft Word Outline is acceptable. An outline that begins with numbers and alternates with alpha is preferable. Double space between each subparagraph. Example:

1. XX
 - a. XX
 - (1) XX
 - (a) XX
 - 1 XX
 - a XX

Figure 5.6

3. Bullets, dashes, etc., may also be used to separate talking points in briefings, items in a list, or ideas to add clarity.
4. **Cited Paragraphs.** When a paragraph is cited in correspondence, the reference numbers and letters are typed without periods or spaces.
5. **Carry-over Paragraphs.** A paragraph is split at the end of the page only if three or more lines of the paragraph can be carried over to the next page. There must be at least three lines of the paragraph at the bottom of a page before it can be split.
6. **Succeeding Pages.** Use plain copier paper. Type the page number seven lines from the top, flush with the right margin or, in Word using 1-inch margins, type the page number on the first line flush with the right margin. Continue the body of the memorandum two lines below the page number.

Memorandum

Subject: INFORMATION: Attachments

Date: (Type date when
signed)

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: (Name)
(Title and Organization Code (XXX-1))

Use the word “attached” in a memorandum to indicate that material is being forwarded with the memorandum, and use the word “Attachment(s)” at the end of the memorandum.

1. **Captioning or tabbing of attachments**

- a. Attachments should be suitably captioned at the top or at the bottom of the first page.
- b. Tabs should be used if there are more than two attachments, or if they are not readily distinguishable.

2. **Format if attachments are identified.** When an attachment is identified in the text or SUBJECT line, type the word “Attachment” flush with the left margin, two lines below the signature, or seven lines below the body of the memorandum. If there is more than one attachment, type the number preceding the word and use the plural form of the word.

Example:

2 Attachments

Figure 5.7

3. **Format if attachments are not identified.** When the attachments are not identified in the text or subject line, type the notation (as set forth in paragraph 2 above) by adding a colon. List each attachment by title (using initial capital letters) on a separate line, and note any multiple copies. If more than one line is needed to identify an attachment, indent each succeeding line two spaces from the left margin.

Example:

2 Attachments
List of Specific Revisions (2)
Current Highway Programs
Issues Book (2)

4. **Format if some attachments are identified and some are not.** Follow the procedures listed in paragraph 3 above and list all the attachments.
5. **Separate cover.** If document(s) or other materials are to be sent separately, type “Separate Cover” (using a colon) flush with the left margin, two lines below the signature, or seven lines below the body of the memorandum. List each item as set forth in paragraph 3 above.

Example:

Separate Cover:
Updated Data Disk
List of Specific Revisions (2)
Current Highway Program Issues Book (2)

6. **Format if attachment(s) and separate cover used.** When an attachment is sent and additional material is to be sent separately, follow the directions as set forth in paragraphs 2 and 3 then type the separate cover notation two lines under the attachment notation.

Example:

2 Attachments

Separate Cover:
Updated Data Disk
List of Specific Revisions (2)
Instruction Manual (2)

Memorandum

Subject: ACTION: Response Block

Date: type date when
signed)

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: (Name)
(Title and Organization Code (HXX-1))

A response block is provided when a decision is required. The possible responses and a date line are typed in capital letters flush with the left margin, beginning two lines below the signature block or attachment notation, if any. Follow each response with a typed line ending all lines with the same spacing for neatness. Examples:

2 Attachments

Approved: _____

Disapproved: _____

Date: _____

Will Attend: _____

Will Not Attend: _____

Date: _____

Do not type any notations parallel with the response block on the right-hand side of the page. Leave this space blank for any comments by the addressee.

Forward all copies of the memorandum with the original so that action taken by the addressee will be indicated on the official file and information copies.



Figure 5.8

Memorandum

Subject: INFORMATION: Courtesy Copy Notations

Date: Type date when
signed)

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: (Name)
(Title and Organization Code (HXX-1))

Courtesy copy distribution notations are shown on the original of the memorandum only if the addressee has a need to know who received a copy of the memorandum.

“Courtesy copy” is indicated by typing “cc:” flush with the left margin and two lines below the final line, attachment notation, or separate cover notation followed by the titles and/or routing symbols of the recipients. Example:

cc:		
HSA-1		cc: HSA-1
HCM-1	or	HCM-1
HPA-1		HPA-1

Courtesy copy notations may be listed across the page to avoid starting a new page. Example:

cc: HSA-1, HCM-1, HPA-1

When attachments are not furnished to recipients of courtesy copies, indicate as follows:

cc:
HSA-1
HCM-1 w/o attachments
HPA-1

Memorandum

Subject: INFORMATION: Writer's Identification
and Distribution

Date: Type date when
signed

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: (Name)
(Title and Organization Code (XXX-1))

Distribution of file and information copies is indicated on all copies of the memorandum except for the field office copies. The writer's identification line is shown on all internal courtesy copies of the memorandum. Type the FHWA identification, routing symbol of originating office, writer's initials and last name of writer, typist's initials, writer's telephone number, and the date. The writer's identification line and distribution (a.k.a. legend block) should always include the location (i.e., filename) of the official paper file for that letter or memo and the location (i.e., fileserver name, path, and filename) of the electronic file for that letter or memo. This information is typed two lines below the signature block. Example:

FHWA:HFL-1:AEHamilton:ap:69494:10/2/03
Control No. 030927-001-2004 (show control number(s) as indicated on control sheet.)
Location:F:/HFL-1/pasys.doc
cc: (List all information copies, reading file, etc.)

If the memorandum is rewritten or retyped, this should be indicated directly below the first identification line. Example:

FHWA:HFL-1:AEHamilton:ap:69494:10/2/03
Rewritten:HFL-1:RFWeingroff:ss:64856:10/3/03

Draw a diagonal red line through the original official file copy and staple it to the back of the new concurrence grid copy.



Figure 5.10

{Date}

ACTION MEMORANDUM TO THE SECRETARY

From: Mary E. Peters, Administrator
X60650

Prepared by: {Full Name}, {Title}
{Phone ext.}

Re: {Subject}

ACTION REQUIRED

State the action or decision you are asking the Secretary to Transportation to take. (In effect, tell him/her why he/she is reading your memo.)

SUMMARY

Give a brief description of the subject matter of the memo. Please include a brief listing of the consultations you have made in arriving at your recommended action. This should include the clearances obtained within the DOT and the FHWA and, where applicable, the stakeholders who have been consulted.

BACKGROUND

Describe the background for the decision. Be sure to describe any objections you have received during the consultations you referenced in the summary section, and your responses to them.



Figure 5.11

RECOMMENDATION

Clearly state the action you are recommending the Secretary of Transportation to take. Close with the following signature/clearance block:

The Secretary

APPROVED: _____

DISAPPROVED: _____

COMMENTS: _____

DATE: _____

FORMAT FOR BRIEFINGS FOR THE SECRETARY

{Date}

MEMORANDUM TO THE SECRETARY

From: Mary E. Peters, Administrator
X60650

Prepared by: {Full name}, {Title}
{Phone ext.}

Re: {Subject}

EVENT (or MEETING) OVERVIEW

Starting with the Secretary of Transportation's role, give a brief description of the meeting or event. Include the time and location for events and meetings outside the Secretary's office. Include a list of attendees for meetings. For public events, give an estimated total attendance and list public officials, key persons, and DOT officials who will be attending.

OBJECTIVE

For meetings, describe the goal and/or any decisions that should be reached. For events, mention the key messages that should be delivered and any individuals with whom you would like the Secretary to make contact at the event.

BACKGROUND

Give a general description of the event and any issues or controversies that are likely to arise. Additional material on issues, formal remarks and/or talking points should be provided as attachments.



Figure 5.12

ORDER OF EVENTS

For a public event, this would be the program or order of speakers with any actions by the Secretary highlighted in **bold**.

For meetings, this section should contain your recommendation (if applicable) for the organization of the meeting (i.e., whether the Secretary should open the meeting with welcoming remarks, whether he/she is presenting or receiving a gift, whether there is any particular order of speakers, etc.).

PRESS PLAN (where applicable)

Public Affairs Staff: {Name}

Where press will be present, describe the interaction the Secretary will have with them (i.e., whether he/she will be taking questions or not, whether it is particularly likely he/she will be asked questions while entering or leaving the event location). If there are individual reporters whom the Secretary should know are present, list them.

Give the name(s) of the OST Public Affairs staff who will be attending.

ATTACHMENTS

List any documents you are including along with the memorandum.

Memorandum

Subject: ACTION: Memorandum Addressed to the
Deputy Administrator

Date: type date when
signed

From: (Name)
(Title of Signing Officials)

In Reply Refer To:
HXX-1

To: (Name)
Deputy Administrator

When a memorandum is addressed to the Deputy Administrator, use one of the following terms as the first word in the SUBJECT line: ACTION or INFORMATION.

Prepare one copy for the Executive Director and one copy for the HOAES, with attachments. indicate on the original: cc: HOA-3. Do not provide the Federal Highway Administrator with a copy unless the action office determines that he/she should be informed of the subject. If the Federal Highway Administrator is to receive a copy, indicate it on the original. Also indicate on the original when information copies are sent to other program offices if the addressee needs to know.

In ACTION memorandums addressed to the Deputy Administrator, provide a response block to indicate approval or disapproval or to indicate any other required action. Type the possible responses in capital letters flush with the left margin, beginning two lines below the signature block or attachment notation, if any. Follow each response with a typed line having all lines end with the same spacing for neatness.

Do not type any notations parallel with the response block on the right-hand side of the page. Leave this space blank for comments by the Deputy Administrator.

Forward the original memorandum and official file copy to the HOAES. Copies will be made from the original memorandum after action has been taken by the Deputy Administrator.

cc:

HOA-3

HCC-1

APPROVED: _____

DISAPPROVED: _____

DATE: _____

Memorandum

Subject: **ACTION:** Memorandum Addressed to the
Executive Director

Date: Type date when
signed

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: (Name)
Executive Director (HOA-3)

When a memorandum is addressed to the Executive Director, use one of the following terms as the first word in the SUBJECT line: ACTION or INFORMATION.

Do not prepare a copy for the Federal Highway Administrator or the Deputy Administrator unless the action official determines that the Federal Highway Administrator or Deputy Administrator should be informed of the subject. Provide a copy for the HOAES, with attachments. If the Federal Highway Administrator and/or Deputy Administrator is to receive a copy, indicate it on the original. Also indicate on the original when information copies are sent to other program offices if the addressee needs to know.

In ACTION memorandums addressed to the Executive Director, provide a response block to indicate approval or disapproval or responses in capital letters flush with the left margin, beginning two lines below the signature block or attachment notation, if any. Follow each response with a typed line having all lines end with the same spacing for neatness.

Do not type any notations parallel with the response block on the right-hand side of the page. Leave this space blank for comments by the Executive Director.

Forward the original memorandum and the official file copy to the HOAES. Copies will be made from the original memorandum after action has been taken by the Executive Director.

cc:

HOA-1

HOA-2

HCC-1

APPROVED: _____

DISAPPROVED: _____

DATE: _____

Memorandum

Subject: ACTION: Memorandum Addressed to the
Federal Highway Administrator Through
the Deputy Administrator and the Executive
Director

Date: Type date when
signed

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: (Name)
Administrator (HOA-1)
Through: (Name)
Deputy Administrator (HOA-2)
(Name)
Executive Director (HOA-3)

Follow the instructions for preparing a memorandum addressed to the Federal Highway Administrator.

It is especially important to keep all the copies of the memorandum together in case the Executive Director or Deputy Administrator determines that it should be returned to the originating office for changes before it is forwarded to the Federal Highway Administrator.

Be sure you include copies for HOA-2 and HOA-3, in the package. This allows the THROUGH persons to pull a copy after the sign-off on the original.

2 Attachments

cc:
HOA-2
HOA-3

APPROVED: _____

DISAPPROVED: _____

DATE: _____



Figure 5.15

Memorandum

Subject: **INFORMATION: Multiple-Addressed
Memorandums**

Date: Type date when
signed

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: Associate Administrators
Chief Counsel
Directors of Field Services
Resource Center Managers
Division Administrators
Federal Lands Highway Division Engineers

For multiple-addressed memorandums, prepare only one original (unless specifically instructed otherwise by HOAES) to be reproduced after signature. Prepare one official copy.

Memorandums requiring a reply or other action should contain the word **ACTION** (capitalized and underlined) in the SUBJECT line. The requested due date should also be included in the SUBJECT line.

Memorandums requiring no action should contain the word **INFORMATION** (capitalized and underlined) in the SUBJECT line.

2 Attachments (if any)

cc: HOA-1
HOA-2
HOA-3

If a memorandum is being signed by an FHWA Official other than the Federal Highway Administrator, Deputy Administrator, or Executive Director, then HOA-1, HOA-2, HOA-3 and HOAES should receive a copy. Indicate on the original as shown above. Show HOAES on the distribution block.



Figure 5.16

Memorandum

Subject: INFORMATION: Multiple-Addressed
Memorandums

Date: Type date when
signed

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: Addressees

When the TO line requires the notation “Addressees” type “Addressees:” at the left margin two lines below any attachment notation, or seven lines below the last line of the text. On the next line, begin listing the titles, names, and/or routing symbols of the addressees.

Memorandums requiring a reply or other action should contain the word “ACTION” (capitalized and underlined) in the SUBJECT line. The requested due date should also be included in the SUBJECT line. Memorandums requiring no action should contain the word “INFORMATION” (capitalized and underlined) in the SUBJECT line.

Attachment (if any)

Addressees:

Associate Administrator for Policy (HPL-1)
Associate Administrator for Safety (HSA-1)
Associate Administrator for Administration (HAD-1)
Associate Administrator for Operations (HOP-1)



Figure 5.17

Memorandum

Subject: INFORMATION: Memorandum for Signature of Two or
More Administrators

Date: type date when
signed

From: (Name), Administrator
Federal Highway Administration

In Reply Refer To:
HOA-1
NOA-1
TOA-1

(Name), Administrator
National Highway Traffic Safety Administration

(Name), Administrator
Federal Transit Administration

To: (Name)
Assistant Secretary for Governmental Affairs

Typing of the titles in the FROM line on memorandums prepared specifically for the signatures of two or more Administrators may be accomplished before obtaining their signatures. This will be done by showing the originating Administrator first with the other Administrators following.

Figure 5.18

Memorandum

Subject: **INFORMATION: Memorandums to FHWA
Field Offices**

Date: Type date when
signed

From: (Name)
(Title of Signing Official)

In Reply Refer To:
HXX-1

To: Mr. (Full Name)
Division Administrator (HDA-ZZ)
(City, State)

Memorandums to the FHWA field offices are always addressed to the Division Administrator. However, a memorandum or a formal letter may be written directly to an individual for the purpose of extending a personal invitation, expressing appreciation, or thanks. Provide a copy of this type of correspondence to the Director of Field Services and the Division Administrator as appropriate.

When replying to an incoming memorandum, use the routing symbol shown on the incoming memorandum.

Memorandums requiring a reply or other action should contain the word “ACTION:” (capitalized and underlined) in the SUBJECT line. Memorandums requiring no action should contain the word “INFORMATION:” (capitalized and underlined) in the SUBJECT line.

Complete field distribution as shown on the copies for the Director of Field Services and Division Administrator. Attach a copy of the incoming correspondence to each field copy. Example:

cc: HOA-3-DFS-EA
HDA-NY (2)

Two copies are sent directly to the Division Administrator with the field distribution information shown on only one copy. The unmarked copy will be sent to the State highway agency by the Division Administrator, if appropriate. The unmarked copy is to be a photocopy showing the FHWA letterhead.

Attachment (if any)



Figure 5.19

CHAPTER 6. ELECTRONIC TRANSMISSION OF CORRESPONDENCE

Par.

1. What is the electronic transmission of correspondence?
2. What are the types of electronic transmission?

1. What is the electronic transmission of correspondence?

- a. **Transmitting correspondence electronically.** This chapter addresses the various options and means of transmitting memorandums, letters, and other types of correspondence electronically. It is the policy of the DOT and the FHWA that all official correspondence be sent by the most efficient and cost-effective means available.
- b. **Formatting and records retention policies.** The policies governing the formatting of official correspondence will differ slightly when the information is electronically transmitted. However, the official version is the signed and dated original of the correspondence, with appropriate concurrences if required, which must be retained for the length of time specified in the Records Disposition Schedules (see <http://www.fhwa.dot.gov/legregs/directives/orders/m13241.htm>).
- c. **Recipients of electronic correspondence.** Whatever electronic transmission you decide to use, do not send a backup hardcopy, fax, or telephone message. Recipients of electronic correspondence should not delay action in anticipation of a back-up copy, paper or otherwise.
- d. **Signature levels.** The signature levels (see Figure 2.3 in Chapter 2) for both the paper and electronic versions of official FHWA correspondence are the same. All electronic correspondence from the Washington Headquarters requiring action by the FHWA field offices must first be signed by the appropriate official before it is transmitted to the field offices. When sending correspondence (letters and memorandums) via e-mail, make sure to indicate “Original Signed By” or use an electronic signature. “Original Signed By” should appear above the person’s name in memorandums and in the middle of the signature block on letters. Electronic signatures can only be used with the appropriate approval of the signer.

2. What are the types of electronic transmission?

- a. **Electronic mail (E-mail).** Sending mail electronically is the quickest method of transmitting formal and informal correspondence. Electronic files such as documents and spreadsheets can be attached to e-mail messages. Also, distributing correspondence by e-mail enables the recipient to easily forward action and information copies electronically to the appropriate personnel without

having to make paper copies. To facilitate reading e-mail messages on the computer screen, use a font size and margins that will enable the recipient to see each line completely on their screen without having the lines extend beyond the screen width or wrap automatically to the next line.

- (1) **Guidelines for sending electronic mail.** The guidelines for sending electronic mail are posted on StaffNet at:
<http://staffnet.fhwa.dot.gov/computer/emailgde.htm>.
 - (2) **Field offices distributions.** To avoid duplicative receipt of transmissions at a location, an official mailbox has been established for Associate Administrators, Directors of Field Services, Resource Center Managers, Division Administrators, and Federal Lands Highway Division Engineers. The National Mail Groups are:
 - (a) ##ADM_LDR - Administrator, Deputy Administrator, Executive Director, Associate Administrators, Directors of Field Services, DA Council Representative
 - (b) ##ADM_UNIT - Administrator, Deputy Administrator, Executive Director, Associate Administrators
 - (c) ##ALLDFS - Directors of Field Services
 - (d) ##ALLFLH - Eastern, Central and Western Federal Lands Highway Division Engineers and Associate Administrator for Federal Lands Highway
 - (e) ##ALLHDA - Division Administrators
 - (f) ##ALLRCM - Resource Center Managers
 - (g) ##ALLFIELD - ##ALLHDA, ##ALLDFS, ##ALLRCM, ##ALLFLH, AAST (Atlanta Administrative Service Team), LAST (Lakewood Administrative Service Team)
 - (h) HQTRS - All Washington Headquarters' government employees
 - (i) HQCONTRACTORS - All Washington Headquarters' contracted employees
 - (j) FHWAFIELD - All field government employees
 - (k) FHWACONTRACTORS – All field contracted employees
- b. **Facsimile.** Facsimile is the transmission of an exact copy of a document, graphic material, charts, and correspondence through use of special equipment in

connection with telephone lines. The locations and telephone numbers of FHWA controlled transmission terminals are listed in the FHWA Key Field Personnel Directory that is posted on the FHWA Internet and StaffNet sites.

CHAPTER 7. STATIONERY

Par.

1. What is the definition of stationery?
2. What is OST stationery?
3. What is FHWA stationery?
4. How do I order stationery?

1. **What is the definition of stationery?** Stationery includes letterhead paper, memorandum forms, plain bond paper, and envelopes. The following items are forms:

- a. FHWA-121 Memorandums.
- b. FHWA-1139 Postal Cards.
- c. FHWA-146 Mailing Labels.

2. **What is OST stationery?**

- a. The DOT Secretary, Deputy Secretary, and General Counsel have special letterhead stationery.
- b. All other letters for OST signature use OST stationery with the DOT seal.
- c. OST Letterhead examples can be found at [OST Letterhead Examples.pdf](#).

3. **What is FHWA stationery?**

- a. **Office of the Federal Highway Administrator letterhead.** The letter for signature in the Office of the Federal Highway Administrator is on blue letterhead that reads: U.S. Department of Transportation, Federal Highway Administration, Office of the Administrator.
- b. **Other Washington Headquarters letterhead.** All other Washington Headquarters organizational elements use blue letterhead that reads: U.S. Department of Transportation, Federal Highway Administration.
- c. **Field offices letterhead.** The field offices use black letterhead with the DOT seal that reads: U.S. Department of Transportation, Federal Highway Administration.
- d. **FHWA letterhead** and memorandum examples can be found at [FHWA Letterhead Examples.pdf](#).

- e. **FHWA logo.** The **Buckle Up America** logo must appear at the bottom of the first page on all FHWA memorandums and letterhead stationery including stationery used by the field offices. The logo must be the same color as the letterhead.
 - f. **Electronic Buckle Up America Templates.** Word templates for the Buckle Up America logo are accessible on StaffNet at <http://intra.fhwa.dot.gov/informs/tn00-02%20template%20test.htm>, then open up the Buckle Up America Templates-Zip file.
 - (1) Washington Headquarters stationery are in the files marked HQ BlueBUA.dot, AdminBlueBUA.dot, and Memo BUA.dot.
 - (2) Stationery for the field offices is in the file marked FHWA LetterBUA.dot.
4. **How do I order stationery?** The items listed in paragraph 1 may be obtained from the OST Utilization and Storage Section (M-443.2) by submitting a written request.
- a. **OST letterhead.** Contact the FHWA Executive Secretariat for OST letterhead.
 - b. **Office of the Administrator letterhead.** Each office is responsible for ordering its supply of Office of the Administrator letterhead.

The following are samples of letterhead stationery used in FHWA and OST.

Sample 1: Blue letterhead used by the Office of the Administrator.

Sample 2: A smaller-sized stationery used in the Office of the Administrator.

Sample 3: Blue letterhead used by FHWA Washington Headquarters offices.

Sample 4: Black letterhead used for memorandums.

Sample 5: Black letterhead used by FHWA field offices.

Sample 6: Secretary of Transportation letterhead.

Sample 7: Deputy Secretary of Transportation letterhead.

Sample 8: OST General Counsel letterhead.

Sample 9: OST letterhead.

CHAPTER 8. ENVELOPES AND MAILING LABELS

Par.

1. Where can I obtain guidance on mailing policy and standards?
 2. What are the procedures for addressing envelopes and mailing labels?
 3. What are the procedures for using envelopes?
-
1. **Where can I obtain guidance on mailing policy and standards?** For guidance on mailing policy and standards, refer to [FHWA Order 1760.1, FHWA Mail Management System](#), dated January 10, 1989.
 2. **What are the procedures for addressing envelopes and mailing labels?** Below are the procedures for addressing envelopes and mailing labels.
 - a. Single-space the address.
 - b. Use the United States Postal Service (USPS) two letter State abbreviation on envelopes and mailing labels.
 - c. Leave two spaces between the State and the ZIP Code.
 - d. The complete address should be in all capital letters followed by the ZIP Code.
 - e. For international mail, the complete address should be in all capital letters and the bottom line should only have the destination country.
 - f. Do not use dual addresses, if possible. Dual addresses, supplied by mailers, are those which include both a street address and a post office box to be used on the lines immediately above the last line (city, state, and ZIP Code). The other address must be placed on a separate line above the delivery address line. The ZIP + 4 Code must be the code for the delivery address:

MR. JOHN SMITH
12345 RUE DE LANE
PARIS XLA 789
FRANCE

472 EISENHOWER DRIVE	Alternate Address Line
PO BOX 1001	Delivery Address Line
MAYO MD 22041-1001	Last Line

OR

PO BOX 1001	Alternate Address Line
472 EISENHOWER DRIVE	Delivery Address Line
MAYO MD 22041-1001	Last Line

This format and address/ZIP Code agreement is essential for an optical reader to read and access the ZIP Code database so the barcode printer can apply the proper barcode.

- g. Include a complete return address, including the office symbol.
- h. The attention line, if necessary, is typed as the first line on the envelope.
- i. If a box number and a post office station name or number are used, the box number must appear first:

MR. JOHN BROWN
BOX 2 POTOMAC STATION
ALEXANDRIA VA 22301

- j. If used, the route number must precede the box number:

MRS. JANE DOE
RURAL ROUTE 2 BOX 12
VANDERGRIFT PA 15690

- k. If designations for apartment, room, suite, or other unit are used, they should appear after the street address and on the same line. If it is not practical to enter such an item on the same line, it may appear in the line above the address but never to the left or below:

MRS. SUE BROWN
600 VERNON STREET APARTMENT 2
CAMP SPRINGS MD 20022

MRS. BETTY SMITH
800 CANAL STREET NW SUITE 506
WASHINGTON DC 20502

MR. JOHN SMITH
APARTMENT 412
169 LINCOLN AVENUE
VANDERGRIFT PA 15690

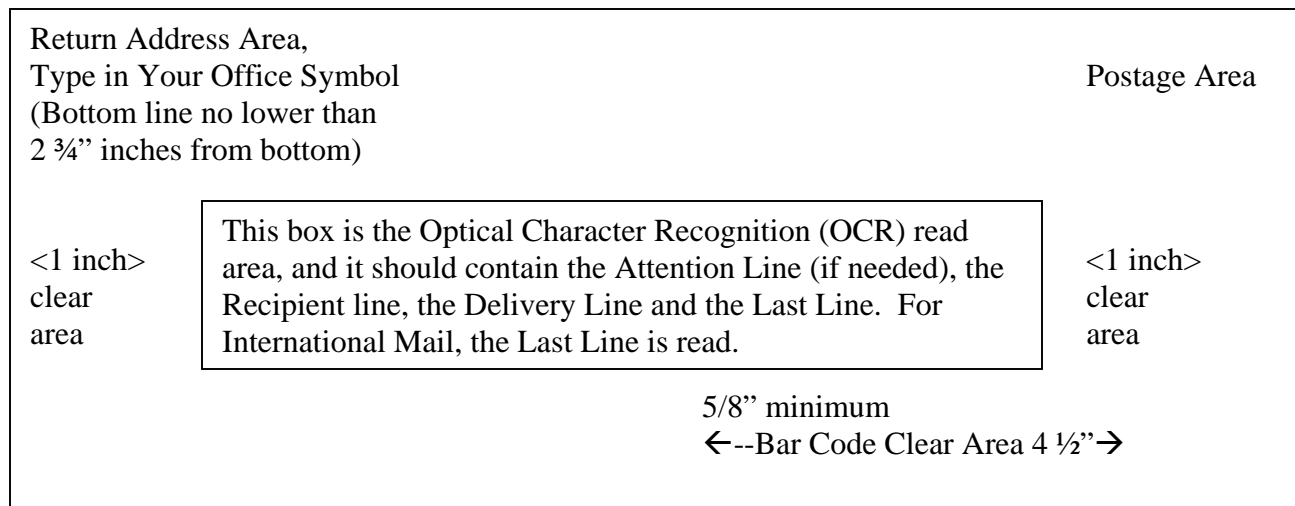
- l. For mail going to towns or villages without a street address, rural route, or box number, the next to bottom line of the address is left blank.

MR. WILLIAM JONES

VALLEY TX 7520

3. **What are the procedures for using envelopes?** To ensure efficient handling for FHWA correspondence, use either:
- a. Letter-size (#10) envelopes 6 1/8" x 11 1/2", to hold up to eight pages of folded correspondence, or
 - b. Large envelopes 9 1/2" x 12", and larger (flats), to mail more than eight sheets of correspondence or correspondence that transmits numerous attachments or enclosures.
 - c. See Figure 8.1 for guidance on preparing an envelope and address label.

ENVELOPE AND ADDRESS LABEL PREPARATION GUIDE



- Use dark type on light background for best OCR readability.
- Address characters should not touch each other.
- The address lines must be parallel with the bottom of the envelope.
- The address must be typed or printed, all in capitals, with no punctuation.
- Do not hand-write addresses on envelopes or labels.
- The address block should be centered on the envelope.
- Use no punctuation and use two-letter state abbreviations.
- Keep a one-inch margin on each side of the address.
- Keep at least a minimum 5/8-inch clear area on the bottom of the envelope.
- When using window envelopes, the entire address block should always be visible even if the contents shift during mailing.

Following these guidelines will ensure that the letter will be readable by USPS equipment and will be handled quickly.

Envelopes with hand-written addresses and other improperly prepared envelopes shall be returned to the sending office for proper preparation.

Figure 8.1

APPENDIX A. GENERAL EDITORIAL RULES

1. **Reference Books.** The books listed below are the references that will be used by HOAES for correspondence:
 - a. The latest **Webster's New Collegiate Dictionary** published by G & C Merriam Company of Springfield, Massachusetts, should be consulted as a first reference. The second source consulted should be the latest **U. S. Government Printing Office (GPO) Style Manual**. When consulting a dictionary, the first entry (or the preferred usage) will be used. The **GPO Style Manual** is also available on line at <http://www.gpoaccess.gov/stylemanual/index.html>
 - b. The following reference book will be used by HOAES and the program office writers for correspondence to be signed in the OST. Program office writers should have a copy of this publication.

The Elements of Style, Third Edition, William Strunk, Jr., and E. B. White.
 - c. Many other useful reference books are available from bookstores. One recommendation is:

The Gregg Reference Manual, Ninth Edition.
2. **Abbreviations.** Shown below are just two examples of specific FHWA abbreviation usage. Use the dictionary and the **GPO Style Manual** for other abbreviations.
 - a. When citing the United States Code (U.S.C.) in an abbreviated form, FHWA uses: 23 U.S.C. 101.
 - b. When citing the Code of Federal Regulations (CFR) in an abbreviated form, FHWA uses: 19 CFR 341.
3. **Capitalization.** The **GPO Style Manual** will be the reference book. Within the FHWA, certain words are always capitalized. Following is a listing of those words:

Act is capitalized when used with the full title or number of an act. When you refer to the same act later in the letter or paragraph without the full title or number, it becomes "the act."

Agency is capitalized when part of name; capitalized standing alone if referring to a Federal unit.

City is capitalized if it is part of a corporate or popular name, such as "New York City"; if not, it is read as city of "New York."

County is capitalized when referred to as “Frederick County”; if not, it is read as “county of Frederick.”

Department is capitalized when referring to the Department of Transportation or any other Cabinet level Department.

Division is capitalized when referring to a specific division or making reference to a specific one, i.e., “The New York Division Office will host a dinner for its secretaries on April 25. The Division [reference back to a specific Division] would like to invite all secretaries and their spouses to dinner....”

Federal is always capitalized when referring to the Federal government. Do not capitalize “federally.”

Federal Aid Highway Act of 1970 is always capitalized; but, Federal-aid highway project and Federal-aid highway program are not.

Federal Lands Highway Program is always capitalized as it is a specific program under the Federal-aid highway program.

Forest is capitalized if it used to describe a Federal area. Example: the Modoc National Forest; but not “the national forest.”

Headquarters and/or Washington Headquarters is capitalized when referring to a Washington, DC, organization or office.

Interstate System of Highways and the following forms of Interstate are always capitalized: Interstate System, National System of Interstate and Defense Highways, National System of Interstate Highways, and Interstate Highway System.

Office is capitalized only when capitalizing Division or when referring to an office; i.e., the Office of Information and Management Services.

Nation is always capitalized when referring to the United States of America or any foreign entity. However, national and nationwide are never capitalized.

State(s) is always capitalized when referring to any of the fifty States of the Union. When referring in general to a State highway agency, the word State is capitalized; e.g., “The State highway agency will meet with you... But, Maryland State Highway Administration officials are meeting with the Federal Highway Administrator to discuss DBE procedures.” The word “statewide” is never capitalized unless it is at beginning of a sentence.

4. **Compound words.** The reference sources are the latest **GPO Style Manual** and the latest **Webster’s New Collegiate Dictionary**.

5. **Corrections.** With the use of computers, there should be no erasures on FHWA correspondence.
6. **Use of name and title in body of correspondence.** When using a person's name and title in the body of correspondence, use either of these samples. Be consistent throughout the correspondence.

Division Administrator John Brown, or Mr. John Brown, Division Administrator

7. **Punctuation.** Special rules of punctuation used in the FHWA are:
 - a. When using the full date line in a sentence, commas are used to separate the date and the year; i.e.,

Thank you for your letter of January 30, 2003, concerning...

Do not type the month on one line and carry the date to the next; i.e., January 30, 2003.

- b. When a city and State reference is used in a sentence, commas are used to separate to separate the city and State; i.e.,

The meeting took place in Pittsburgh, Pennsylvania, on January 30, 2003, at the Hilton Hotel.

Do not split a two-word city or two-word State between lines; i.e.,Silver
Spring,.....New
Jersey

8. **Spelling preferred in FHWA.** Reference sources on spelling will be the latest **Webster's Collegiate Dictionary** and the latest **GPO Style Manual**. When two spellings are given, the first spelling is the preferred usage. Do not forget the spell check feature on the computer.
9. **When not to divide a word.** Do not divide a word in the following instances:
 - a. At the end of the first line of any paragraph.
 - b. At the end of more than two consecutive lines.
 - c. At the end of a page or on the next to last line of a paragraph.

- d. At the end of a line when the part begun there does not suggest the whole word.
Example:

counter-offensive, not coun-teroffensive

- e. Between a one- or two-letter initial syllable and the rest of the word. Examples:

identify around behavior

10. **Informal Notes.** When a formal or an informal note is received from the Federal Highway Administrator's staff or any office requesting action or information, a copy of the note will be returned to the writer with the reply.

APPENDIX B. ACRONYMS

1. Spell out the first reference to any acronym used, and place the acronym in parentheses after it.
2. On internal memorandums when the acronym is recognized by everyone, it does not have to be spelled out.
3. A list of common FHWA acronyms and other Federal government acronyms is included.
4. A list of preferred State highway agencies acronyms is also included. These preferred acronyms are to be used in FHWA correspondence.

APPENDIX B

ACRONYMS

AA	Associate Administrator
AAA	American Automobile Association or American Association of Appraisers
AADT	Annual Average Daily Traffic
AAMVA	American Association of Motor Vehicle Administrators
AAMVAnet	American Association of Motor Vehicle Administrators' communication network
AAR	Association of American Railroads
AARP	American Association of Retired Persons
AASHO	American Association of State Highway Officials (old name)
AASHTO	American Association of State Highway and Transportation Officials (current name)
AAST	Atlanta Administrative Services Team
ABA	American Bus Association
AC	Access Control
AC	Asphalt Concrete
ACEC	American Consulting Engineers Council
ACHP	Advisory Council on Historical Preservation
ACI	American Concrete Institute
ACIR	Advisory Commission on Intergovernmental Affairs
ACL	Alternate Concentration Limit
ACM	Asbestos Containing Materials

ACPA	American Concrete Pavement Association or American Concrete Pipe Association
ADA	Americans with Disabilities Act or Assistant Division Administrator
ADH	Appalachian Development Highways
ADHS	Appalachian Development Highway System
ADP	Automated Data Processing
ADT	Average Daily Traffic
AE	Annual Element
AGC	Association of General Contractors
AHATF	American Highway Association Trust Fund
AHL	Access Highways to Lakes
AHUA	American Highway Users Alliance
AI	Asphalt Institute
AISI	American Iron and Steel Institute
ALAR	Appalachian Local Access Roads
ALF	Accelerated Loading Facility [part of Pavement Testing Facility (PTF)]
AMPO	Association of Metropolitan Planning Organizations
ANPRM	Advance Notice of Proposed Rulemaking
AOTR	Agreement Officer's Technical Representative
APBP	Association of Pedestrian & Bicycle Professionals
APWA	American Public Works Association
AQCR	Air Quality Control Region
AQMA	Air Quality Maintenance Area
ARAR	Applicable, Relevant, and Appropriate Requirements

ARC	Appalachian Regional Commission
AREA	American Railway Engineering Association
ARPA	Archeological Resource Protection Act
ARRL	American Radio Relay League
ARTBA	American Road and Transportation Builders Association
ASCE	American Society of Civil Engineers
ASLRA	American Short Line Railroad Association
ASTM	American Society for Testing and Materials, International
ATA	American Trucking Associations
ATA	Association of Transportation Archaeologists
ATSDR	Agency for Toxic Substances and Disease Registry
ATSSA	American Traffic Safety Services Administration
AWP	Annual Work Plan
B/C	Benefit Cost
BA	Biological Assessment
BAC	Blood Alcohol Concentration (or Content)
BAT	Best Available Technology
BCA	Bureau of Contract Appeals
BCT	Breakaway Cable Terminal
BEST	Basic Extraction Sludge Treatment
BFO	Best and Final Offer
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management

BMP	Best Management Practices
BNIP	Bridge Needs and Investment Process
BPI	Bid Price Index
BRRA	Bus Regulatory Reform Act
BTS	Bureau of Transportation Statistics
C-SHRP	Canadian Strategic Highway Research Program
C/A	Control of Access
C&M	Construction and Maintenance
CA/T	Central Artery/Harbor Tunnel
CA	Certification Acceptance
CAA	Clean Air Act
CADDs	Computer Aided Design and Drafting System
CADRE	Critical Automated Data Reporting Elements
CAP	Capacity Assurance Plan
CAPE	Commercial Accident Prevention and Evaluation
CAS	Center for Auto Safety
CBD	Central Business District
CBO	Congressional Budget Office
CBRA	Coastal Barrier Resource Act
CCH	Commerce Clearing House
CCRL	Cement and Concrete Reference Laboratory
CDL	Commercial Driver's License
CDLIS	Commercial Driver's License Information System

CE	Categorical Exclusion
CEA	Council of Economic Advisors
CEQ	Council on Environmental Quality
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act (“Superfund”)
CERCLIS	CERCLA Information System
CERF	Civil Engineering Research Foundation
CFCs	Chlorofluorocarbons
CFR	Code of Federal Regulations
CH	Critical Habitat
CHS	Citizens for Highway Safety
CMA	Calcium Magnesium Acetate
CMAQIP	Congestion Mitigation and Air Quality Improvement Program
CMB	Concrete Median Barrier
CMV	Commercial Motor Vehicle
CMVSA	Commercial Motor Vehicle Safety Act of 1986
CO ₂	Carbon Dioxide
CO	Carbon Monoxide
COE	U.S. Army Corps of Engineers
COHMED	Cooperative Hazardous Materials Enforcement Development
CoP	Community of Practice
COOP	Continuity of Operations Plan
COTR	Contracting Officer’s Technical Representative
CP	Cathodic Protection

CPLM	Civilian Personnel Law Manual
CR	Compliance Review
CRASH	Canadians for Responsible and Safe Highways or Citizens for Responsible and Safe Highways
CRP	Combined Road Plan
CRREL	Cold Region Research and Engineering Laboratory
CRS	Congressional Research Service
CRT	Controlled Releasing Terminal
CTIP	Coordinated Federal Lands Highway Technology Implementation Program
CTPP	Census Transportation Planning Package
CTTAG	Cargo Tank Technical Advisory Group
CUTC	Consortium of University Transportation Centers
CVO	Commercial Vehicle Operations
CWA	Clean Water Act
CY	Calendar Year
CZ	Clear Zone or Coastal Zone
CZM	Coastal Zone Management
CZMA	Coastal Zone Management Act
DA	Division Administrator
DBA	Decibels (A-weighted)
DBE	Disadvantaged Business Enterprise
DEACON	Drug Enforcement Assistance and Coordination
DFS	Director of Field Services
DHS	Department of Homeland Security

DHV	Design Hourly Volume
DIAP	Drug Interdiction Assistance Program
DLCSC	Driver Licensing and Control Subcommittee
DMV	Department of Motor Vehicles
DOA	Department of the Army
DOC	Department of Commerce
DOD	Department of Defense
DOE	Department of Energy
DOI	Department of the Interior
DOJ	Department of Justice
DOL	Department of Labor
DOT	U.S. Department of Transportation
DP	Demonstration Projects
DS&S	Decent, Safe and Sanitary
DSI	Detailed Site Investigation
DVMT	Daily Vehicle Miles Traveled
EA	Environmental Assessment or Enterprise Architecture
EA/FONSI	Environmental Assessment/Finding of No Significant Impact
EAJA	Equal Access to Justice Act
EAP	Employee Assistance Program
ECS	Emergency Communications System
EDA	Economic Development Administration
EHS	Extremely Hazardous Substance

EHTR	Emergency Highway Traffic Regulation
EIS	Environmental Impact Statement
EO	Executive Order
EP	Experimental Project(s)
EPA	Environmental Protection Agency
ER	Emergency Relief
ESA	Endangered Species Act
ETA	Educational and Technical Assistance
ETAG	Explosives Technical Advisory Group
ETBE	Ethyl Tertiary Butyl Ether
FA	Federal aid
FAA	Federal Aviation Administration
FACA	Federal Advisory Committee Act
FAI	Federal-aid Interstate
FAP	Federal-aid primary
FAPG	Federal-aid Policy Guide
FAR	Federal Acquisition Regulations
FARS	Fatal Accident Reporting System
FAS	Federal-aid secondary
FAST	Facilitate Acceleration Through Special Techniques
FAU	Federal-aid urban
FAUS	Federal-aid urban system
FCC	Federal Communications Commission

FEMA	Federal Emergency Management Agency
FH	Forest Highway
FHA	Federal Housing Administration
FHBM	Flood Hazard Boundary Map
FHWA	Federal Highway Administration
FIA	Federal Insurance Administration
FICCDC	Federal Interagency Coordinating Committee on Digital Cartography
FIF	Flood Insurance Fund
FIFRA	Federal Insecticide, Fungicide, and Rodenticide Act
FIP	Federal Implementation Plan
FIRM	Flood Insurance Rate Map
FMCSA	Federal Motor Carrier Safety Administration
FMCSR	Federal Motor Carrier Safety Regulations
FMSR	Federal Merit System Reporter
FMV	Fair Market Value
FMVECP	Federal Motor Vehicle Emission Control Program
FMVSS	Federal Motor Vehicle Safety Standards
FOIA	Freedom of Information Act
FOIL	Federal Outdoor Impact Laboratory
FORSCOM	Forces Command
FOT	Field Operational Test
FPF	Federal Preservation Forum
FPPA	Farmland Protection Policy Act

FR	Federal Register
FR2d	Federal Reporter, 2 nd Series
FRA	Federal Railroad Administration
FSA	Flexible Spending Account
F-SHRP	Future Strategic Highway Research Program
FSP	Field Sampling Plan
FSS	Federal Specifications and Standards
FSupp	Federal Supplement
FTA	Federal Transit Administration
FTCA	Federal Tort Claims Act
FTE	Full-time Equivalent
FTP	Federal Test Procedure
FTR	Federal Travel Regulations
FWCA	Fish and Wildlife Coordination Act
FWPCA	Federal Water Pollution Control Act
FWS	Fish and Wildlife Service
FY	Fiscal Year
GAO	General Accounting Office
GIS	Geographic Information System
GLP	Good Laboratory Practice
GNE	General Network Editor
GOE	General Operating Expense
GPM	Grams Per Mile

GPS	Global Positioning System
GRIS	Geographical Roadway Information System
GRR	Great River Road
GSA	General Services Administration
GVWR	Gross Vehicle Weight Rating
GWPS	Groundwater Protection Standard
GWR	Government Wide Regulation
H/WSTAG	Hazardous Waste and Substance Technical Advisory Group
H-T&IC	House – Transportation and Infrastructure Committee
HABS	Historic American Building Survey
HAD	Office of the Associate Administrator for Administration
HAER	Historic American Engineering Record
HAGL	Height Above Ground Level
HAZMAT	Hazardous Materials
HBCU	Historically Black Colleges and Universities
HBRRP	Highway Bridge Replacement & Rehabilitation Program
HC	Hydrocarbons
HCC	Office of the Chief Counsel
HCM	Office of the Associate Administrator for Corporate Management or Highway Capacity Manual
HCR	Office of the Associate Administrator for Civil Rights
HCS	Highway Capacity Software or Hazard Communication Standards
HELP	Highway Electronic License Plate

HEP	Office of the Associate Administrator for Planning, Environment and Realty or Hazard Elimination Program
HERS	Highway Economic Requirements System
HETP	Highway Engineer Trainee Program
HF	High Frequency
HFCC	Human Factor Coordinating Committee
HFL	Office of the Associate Administrator for Federal Lands Highway
HFO	Highway Field Operations
HHS	Department of Health and Human Services
HIF	Office of the Associate Administrator for Infrastructure
HLDI	Highway Loss Data Institute
HMAC	Hazardous Materials Advisory Council
HMIS	Hazardous Materials Information System
HMIX	Hazardous Materials Exchange
HMPM	Hazardous Materials Program Manager
HMR	Hazardous Materials Regulations
HOA	Office of the Federal Highway Administrator
HOP	Office of the Associate Administrator for Operations
HOV	High Occupancy Vehicle
HPA	Office of the Associate Administrator for Public Affairs
HPD	Office of the Associate Administrator for Professional Development
HPL	Office of the Associate Administrator for Policy
HPMS	Highway Performance Monitoring System
HPNPA	High Priority National Program Area

HPTR	Highway Planning Technical Reports
HRS	Hazardous Ranking System
HRT	Office of the Associate Administrator for Research, Development, and Technology
HSA	Office of the Associate Administrator for Safety
HSIP	Highway Safety Improvement Program
HSIRS	Highway Statistics Information Retrieval System
HSIS	Highway Safety Information System
HSM	Highway Safety Manual
HTF	Highway Trust Fund
HTIMS	Highway Technology Information Management System
HUD	Department of Housing and Urban Development
HUF	Highway Users Federation
HUFSAM	Highway Users Federation for Safety and Mobility
HVUT	Heavy Vehicle User Tax
HW	Hazardous Waste
HWM	Hazardous Waste Management
HWTC	Hazardous Waste Treatment Council
I/M	Inspection and Maintenance
I/D	Incentive/Disincentive
IACP	International Association of Chiefs of Police
IADB	Inter-American Development Bank
IANA	Intermodal Association of North America
IBT	International Brotherhood of Teamsters

IBTTA	International Bridge, Tunnel, and Turnpike Association
IC	Interstate Construction
ICC	Interstate Commerce Commission
ICE	Interstate Construction Estimate
IDEA	Innovations Deserving Exploratory Analysis
IDLH	Immediately Dangerous to Life or Health
IESNA	Illuminating Engineering Society of North America
IHSDM	Interactive Highway Safety Design Model
IID	Inspections-in-Depth
IIHS	Insurance Institute for Highway Safety
IMIS	Integrated Motorist Information System
IPCC	Intergovernmental Panel on Climate Change
IPWF	International Public Works Federation
IRF	International Road Federation
IRIS	Integrated Risk Information System (U.S. EPA)
IRM	Information Resource Management
IRS	Internal Revenue Service
IRWA	International Right-of-Way Association
IS	Interstate System
ISA	Initial Site Assessment
ISTEA	Intermodal Surface Transportation Efficiency Act of 1991
ITE	Institute of Transportation Engineers
ITS	Intelligent Transportation System

IVHSA	Intelligent Vehicle-Highway Systems of America
IVSA	Intelligent Vehicle Society of America
IX	Interstate Transfer (Substitute)
JC	Just Compensation
KFACTOR	Percentage of Daily VMT in Peak Hour
KSA	Knowledge, Skills and Abilities
LAN	Local Area Network
LAST	Lakewood Administrative Services Team
LC50	Medical Lethal Concentration
LCV	Longer Combination Vehicles
LOS	Level of Service or Length of Service
LPA	Local Public Agency
LSR	Local Streets and Roads
LTAP	Local Technical Assistance Program
LTPP	Long Term Pavement Performance
LTS	Legislative Tracking System
LUST	Leaking Underground Storage Tank
MADD	Mothers Against Drunk Driving
MAGLEV	Magnetic Levitation
MAI	Member Appraisal Institute
MARAD	Maritime Administration
MBE	Minority Business Enterprise
MCA	Motor Carrier Act

MCSA	Motor Carrier Safety Act
MCSAP	Motor Carrier Safety Assistance Program
MFRR	Minimum Financial Responsibility Regulations
MG/M	Micrograms Per Cubic Meter
MIDC	Mortgage Interest Differential Computation
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPG	Miles Per Gallon
MPH	Miles Per Hour
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
MSDS	Material Safety Data Sheet
MSPB	Merit System Protection Board
MSW	Municipal Solid Waste
MTMC	Military Traffic Management Command
MUTCD	Manual on Uniform Traffic Control Devices
MVA	Motor Vehicle Administration
MVMA	Motor Vehicle Manufacturers' Association
MVMT	Million Vehicle Miles of Travel
MWAA	Metropolitan Washington Airports Authority
NAAQS	National Ambient Air Quality Standards
NAC	Noise Abatement Criteria
NACE	National Association of County Engineers

NAPA	National Asphalt Pavement Association
NARA	National Archives and Records Administration
NARC	National Association of Regional Councils
NBI	National Bridge Inventory
NBIS	National Bridge Inspection Standards
NCAC	National Crash Analysis Center
NCHRP	National Cooperative Highway Research Program
NCP	National Contingency Plan
NCS	National Communications System
NCSHPO	National Conference of State Historic Preservation Officers
NDER	National Defense Executive Reserve
NDTA	National Defense Transportation Association
NEPA	National Environmental Policy Act
NEPT	National Experimental Projects Tabulation
NESHAP	National Emission Standard for Hazard Air Pollutants
NETS	Network of Employers for Traffic Safety
NFIP	National Flood Insurance Program
NHPA	National Historic Preservation Act
NHS	National Highway System
NHTSA	National Highway Traffic Safety Administration
NIOSH	National Institute of Occupational Safety and Health
NITL	National Industrial Transportation League
NMCAC	National Motor Carrier Advisory Committee

NMFS	National Marine Fisheries Service
NN	National Network
NOAA	National Oceanic and Atmospheric Administration
NOX	Nitrogen Oxides
NPL	National Priorities List
NPRM	Notice of Proposed Rulemaking
NPS	Nonpoint Source or National Park Service
NPTS	National Personal Transportation Study
NRHP	National Register of Historic Places
NRC	National Response Center or National Research Council
NRECA	National Rural Electric Cooperative Association
NSA	National Stone Association
NSCI	National System Condition Index
NSEP	National Security Emergency Preparedness
NSPE	National Society of Professional Engineers
NTIS	National Technical Information Service
NTP	National Toxicology Program or National Transportation Policy
NTW	National Transportation Week
OFCCP	Office of Federal Contract Compliance Programs
OIG	Office of the Inspector General
OMB	Office of Management and Budget
OPA	Other Principal Arterial
OPM	Office of Personnel Management

OSHA	Occupational Safety and Health Administration
OJT	On-the-Job Training
OAAA	Outdoor Advertising Association of America
OLI	Operation Lifesaver, Inc.
OIC	Officer in Charge
OOS	Out-of-Service
OAS	Organization of American States
OECD	Organization for Economic Cooperation and Development
PAC	Presidential Advisory Committee or Political Action Committee
PAH	Polynuclear Aromatic Hydrocarbons
PAHC	Pan American Highway Congress
PBCAT	Pedestrian & Bicycle Crash Analysis Tools
PBIC	Pedestrian & Bicycle Information Center
PCA	Portland Cement Association
PCB	Portland Concrete Barrier
PCBs	Polychlorinated Biphenyls
PCC	Portland Cement Concrete
PCP	Private Carriers of Passengers
PE	Preliminary Engineering
PEC	Permanent Executive Committee
PF	Planning Funds
PFCRA	Program Fraud Civil Remedies Act
PI	Periodic Inspection

PIARC	Permanent International Association of Road Congresses
PIH	Pan American Institute of Highways
PIL	Policy Interpretation Library
PL	Public Law
PLH	Public Lands Highway
PM	Property Management, Pavement Marking, or Particulate Matter 10 Microns
PMG	Pavement Management Group
PMRS	Personnel Management Recognition System
PMS	Pavement Management System or Personnel Management System
POV	Privately Owned Vehicle
PRP	Potentially Responsible Party
PS&E	Plans, Specifications, and Estimates
PSI	Preliminary Site Investigation
PTDIA	Professional Truck Drivers Institute of America
PTF	Pavement Testing Facility
PTSA	Property Transaction Site Assessment
QA	Quality Assurance
QAPP	Quality Assurance Project Plan
QC	Quality Control
QRS	Quick Response System
R&D	Research and Development
R&T	Research and Technology
RAC	Response Action Contractor or Research Advisory Committee (AASHTO)

RAM	Radioactive Materials
RAP	Remedial Action Plan or Relocation Assistance Program
RC	Resource Center
RCA	Record of Coordination and Approval
RCM	Resource Center Manager
RCRA	Resource, Conservation and Recovery Act
REA	Rural Electrification Administration
RFP	Request for Proposal
RFW	Regulatory Floodway
RHP	Replacement Housing Payment
RI/FS	Remedial Investigation/Feasibility Study
RIN	Regulatory Information Number
RMCL	Recommended Maximum Contaminant Level
ROADS	Recruitment Online Application System
ROD	Record of Decision
ROW	Right-of-Way
RP	Restoration Priority (System)
RPI	Railway Progress Institute
RQ	Reportable Quality
RRL	Regulation Reform Legislation
RSPA	Research and Special Programs Administration
RTAG	Radioactive Technical Advisory Group
RTOR	Right-Turn-On-Red

RVP	Reid Vapor Pressure
SAC	Structures Advisory Council
SAE	Society of Automotive Engineers
SAFETEA	Safe, Accountable, Flexible and Efficient Transportation Equity Act of 2003
SAP	Sampling and Analysis Plan
SARA	Superfund Amendments and Reauthorization Act
SAS	Statistical Analysis System
SBA	Small Business Administration
SBIR	Small Business Innovation Research
SCOH	Standing Committee on Highways (AASHTO)
SCOR	Standing Committee on Research (AASHTO)
SCS	Soil Conservation Service
SD	State Director
SEEI	Social, Economic, and Environmental Impact
SEP	State Enforcement Plan
SES	Senior Executive Service
SHA	State Highway Agency
SHPO	State Historic Preservation Officer (or Office)
SHRP	Strategic Highway Research Program
SHVs	Specialized Hauling Vehicles
SIC	Standard Industrial Classification
SIP	State Implementation Plan
SITE	Site Impact Traffic Evaluation

SITE	Superfund Innovative Technology Evaluation
SOD	Staff Office Director
SOV	Single Occupant Vehicle
SOW	Statement of Work
SPF	Simplified Project Forecasting
SP&R	State Planning and Research
SQG	Small Quantity Generator
SR	State Route
SREA	Society of Real Estate Appraisers
STARC	State Area Commanders
SS	Safety Specialist
STAA	Surface Transportation Assistance Act
STURAA	Surface Transportation and Uniform Relocation Assistance Act
T ²	Technology Transfer
TA	Technical Advisory
TAC	Technical Advisory Committee
TAG	Technical Advisory Group
TAR	Transportation Acquisition Regulation
TAT	Technical Assistance Team
TCD	Traffic Control Device
TCM	Transportation Control Measure
TCP	Traffic Control Plan
TEA-21	Transportation Equity Act for the 21 st Century

THE	The Highway Emulator
TIFIA	Transportation Infrastructure Finance and Innovation Act
TIP	Transportation Improvement Program
TMA	Transportation Management Association
TMC	Travel Management Center
TMDL	Total Maximum Daily Load
TMG	Traffic Monitoring Guide
TMV	Toxicity, Mobility or Volume
TPF	Transportation Pooled Fund
TPQ	Threshold Planning Quality
TQM	Total Quality Management
TRB	Transportation Research Board
TRIP	The Road Information Program
TRL	Transcontinental Refrigerated Lines
TRRL	Transportation Road Research Laboratory (United Kingdom)
TS&W	Truck Size and Weight
TSA	Transportation Security Administration
TSCA	Toxic Substances Control Act
TSI	Transportation Safety Institute
TSM	Transportation System Management
TSP	Thrift Savings Plan
TSP	Telecommunications Service Priority (System)
TTAP	Tribal Technical Assistance Program

TTI	Texas Transportation Institute
TTMA	Truck Trailer Manufacturers Association
TTSA	Tandem Truck Safety Act
TVA	Tennessee Valley Authority
TWS	Truck Weight Study
UGPTI	Upper Great Plains Transportation Institute
U.S.C.	United States Code
ULCC	Utility Location and Coordination Council
UMTRI	University of Michigan Transportation Research Institute
UR	Uneconomic Remnant
URAA	Uniform Relocation Assistance Act
USC	United States Code
USCA	United States Code Annotated
USCM	U.S. Conference of Mayors
USDA	U.S. Department of Agriculture
USFS	U.S. Forest Service
USGS	U.S. Geological Survey
USPS	U.S. Postal Service
UST	Underground Storage Tank
UTC	University Transportation Center
UTPP	Urban Transportation Planning Package
UTPS	Urban Transportation Planning System
UVC	Uniform Vehicle Code

V/C	Volume/Capacity Ratio
VA	Department of Veterans Affairs
VE	Value Engineering
VHT	Vehicle Hours of Travel
VMT	Vehicle Miles Traveled or Vehicle Miles of Travel
VOC	Volatile Organic Compound(s)
VPH	Vehicles Per Hour
VRM	Visual Resource Management
VSW	Vehicle Size and Weight
WBE	Women's Business Enterprise
WES	Waterways Experiment Station [part of COE]
WIM	Weigh-in-Motion
WIPP	Waste Isolation Pilot Program
WMATA	Washington Metropolitan Area Transit Authority

PREFERRED ACRONYMS FOR STATE DEPARTMENTS OF TRANSPORTATION

ALDOT	Alabama Department of Transportation
ADOTPF	Alaska Department of Transportation & Public Facilities
ADOT	Arizona Department of Transportation
AHTD	Arkansas State Highway and Transportation Department
Caltrans	California Department of Transportation
CDOT	Colorado Department of Transportation
ConnDOT	Connecticut Department of Transportation
DelDOT	Delaware Department of Transportation
DC DPW	District of Columbia Department of Public Works
FDOT	Florida Department of Transportation
GDOT	Georgia Department of Transportation
Guam DPW	Guam Department of Public Works
HDOT	Hawaii Department of Transportation
ITD	Idaho Transportation Department
IDOT	Illinois Department of Transportation
INDOT	Indiana Department of Transportation
IowaDOT	Iowa Department of Transportation
KDOT	Kansas Department of Transportation
KYTC	Kentucky Transportation Cabinet
LaDOTD	Louisiana Department of Transportation and Development
MaineDOT	Maine Department of Transportation
Marianas DPW	Marianas Department of Public Works (Commonwealth of Northern Marianas Islands)
MDOT	Maryland Department of Transportation
MassHighway	Massachusetts Highway Department
MDOT	Michigan Department of Transportation
Mn/DOT	Minnesota Department of Transportation
MDOT	Mississippi Department of Transportation
MoDOT	Missouri Department of Transportation
MDT	Montana Department of Transportation
NDOR	Nebraska Department of Roads
NDOT	Nevada Department of Transportation
NHDOT	New Hampshire Department of Transportation
NJDOT	New Jersey Department of Transportation
NMDOT	New Mexico Department of Transportation
NYSDOT	New York Department of Transportation
NCDOT	North Carolina Department of Transportation
NDDOT	North Dakota Department of Transportation
ODOT	Ohio Department of Transportation
ODOT	Oklahoma Department of Transportation
ODOT	Oregon Department of Transportation
PENNDOT	Pennsylvania Department of Transportation
DTPW	Puerto Rico Department of Transportation & Public Works

RIDOT	Rhode Island Department of Transportation
American Samoa DPW	American Samoa Department of Public Works
SCDOT	South Carolina Department of Transportation
SDDOT	South Dakota Department of Transportation
TDOT	Tennessee Department of Transportation
TxDOT	Texas Department of Transportation
UDOT	Utah Department of Transportation
VTrans	Vermont Agency of Transportation
VDOT	Virginia Department of Transportation
VIDPW	Virgin Islands Department of Public Works
WSDOT	Washington State Department of Transportation
WVDOT	West Virginia Department of Transportation
WisDOT	Wisconsin Department of Transportation
WYDOT	Wyoming Department of Transportation

APPENDIX C. EXTERNAL AND INTERNAL FORMS OF ADDRESS

1. External forms of address

- a. The standard addresses are the conventional forms of address in general use. Use them as patterns for other addresses. They may be varied under certain circumstances.

- (1) The Honorable may be replaced by a title such as General, Dr., or His Excellency, as appropriate.
- (2) Use of The Honorable
 - (a) All Presidential appointees and Federal and State elected officials are addressed as The Honorable.
 - (b) All Mayors are addressed as The Honorable. However, as a general rule, county and city officials are not addressed as The Honorable.
 - (c) A person once entitled as Governor, Senator, Judge, General, The Honorable, His Excellency, or similar distinctive title may retain the title throughout his/her lifetime.
- (3) The title Madam is used before such formal terms as President, Vice President, Chairman, Secretary, Ambassador, and Minister when the position is occupied by a woman.
- (4) Use the title Senator for a female member of the Senate, and use the title of Congresswoman for a female member of the U. S. House of Representatives, Senator-elect, or Congresswoman-elect.
- (5) If correspondence is received from a foreign government official and it is uncertain how the person should be addressed (as The Honorable or His Excellency), contact the FHWA Executive Secretariat for assistance. Another source of information is the Department of State, Executive Secretariat, which may be able to answer the inquiry.

- b. General rules to observe when addressing communications to individuals by name and/or title are as follows.

- (1) Spell out all titles in the address except Dr., Mr., and Mrs. Do not use two titles with the same meaning. For example:

Do not use Mr. John Doe, Civil Engineer, or Dr. Paula White, M.D., on the same line.

Use: JOHN DOE CIVIL ENGINEER P E
DR PAULA WHITE OR
PAULA WHITE, MD

- (2) If it is not known whether the addressee is a man or woman, use Mr. with the name.
- (3) Use Ms. when uncertain whether to use Mrs. or Miss.
- (4) Address a person holding a Ph.D. degree as Dr. (Full Name) rather than as The Reverend, Dean, Professor, etc.
- (5) Rules for Addressing Children

When responding to correspondence obviously from a child, use the following forms:

Female – Always use Miss

Male

Ages 1 – 12

Master John Doe
Dear John:

Ages 12 – 18

John Doe
Dear John:

Ages 18 +

Mr. John Doe
Dear Mr. Doe:

- (6) When any official has military rank or a doctoral degree, use the proper title instead of Mr., Mrs., Miss, or Ms.

2. **Internal forms of address**

- a. The following addresses are to be used for correspondence to organizations within DOT.
 - (1) Standard Addresses for Internal DOT Correspondence.
 - (2) Standard Addresses for Internal FHWA Correspondence.
- b. The names of Secretarial Officers, Assistant Secretaries, heads of operating administrations, and heads of lower organizational elements may be obtained from the DOT Telephone Directory at <http://hqdirectory.dot.gov/>.
- c. Names and addresses of FHWA Key Field Personnel (Directors of Field Services, Resource Centers and Division Administrators) may be obtained from the FHWA Key Field Personnel Directory at <http://www.fhwa.dot.gov/keyfield/index.htm>.
- d. Names and addresses of Governors may be obtained from http://www.nga.org/governors/1,1169,C_GOV_ADDRESS,00.html.
- e. Names and addresses of State departments of transportation may be obtained from <http://www.transportation.org/community/committees.nsf/allpages/directorsmembership?opendocument>.

ADDRESSEE	ADDRESS ON LETTER	SALUTATION AND COMPLIMENTARY CLOSE
THE WHITE HOUSE		
The President	The President The White House Washington, DC 20500	Dear Mr./Madam President: Respectfully, or The President: Respectfully submitted,
Spouse of the President	Mrs. (Full Name) or Mr. (Full Name) The White House Washington, DC 20500	Dear Mrs./Mr. (Surname): Sincerely,
Assistant to the President	The Honorable (Full Name) Assistant to the President The White House Washington, DC 20500	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Former President	The Honorable (Full Name) (Local Address) (ZIP Code)	Dear President (Surname): Sincerely,
The Vice President	Formal: The Vice President United States Senate Washington, DC 20510 Informal: The Honorable (Full Name) The Vice President of the United States Washington, DC 20501	Dear Mr./Madam Vice President: Sincerely, Dear Mr./Madam Vice President: Sincerely,
Former Vice President	The Honorable (Full Name) (no title) (Local Address) (ZIP Code)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Director, Office of Management and Budget	The Honorable (Full Name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
THE JUDICIARY		
The Chief Justice	The Chief Justice The Supreme Court Washington, DC 20543	Dear Chief Justice: Sincerely,
Associate Justice	Justice (Surname) The Supreme Court Washington, DC 20543	Dear Justice (Surname): Sincerely,
Retired Justice	The Honorable (Full Name) (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. Justice: Sincerely,
Presiding Justice	The Honorable (Full Name) President Justice (Name of Court) (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. Justice: Sincerely,
Judge of a Court	The Honorable Judge of the (Name of Court; if a U.S. District Court, Give District) (Local Address) 00000	Dear Judge (Surname): Sincerely,

The Clerk of the Supreme Court	The Clerk of the Supreme Court The Supreme Court Washington, DC 20543	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Justice of the Peace	The Honorable (Full Name) Justice of the Peace (Local Address) 00000 or Justice of the Peace (Name) District (Local Address) 00000	Dear Judge (Mr./Mrs./Miss/Ms.) (Surname): Sincerely or Dear Sir: Sincerely,
Constable (or Sheriff)	Mr. (Full Name), Constable or The Constable of (District) (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. (Surname): or Dear Sir: Sincerely,
Lawyer	Mr. (Full Name) Attorney at Law (Local Address) 00000 or (Full Name), Esq. (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely, or Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
THE CONGRESS Senate		
President of the Senate (See Vice President)	The Honorable (Full Name) President of the Senate Washington, DC 20510	Dear Mr./Mrs./Miss/Ms. President: Sincerely,
President pro tempore	The Honorable (Full Name) President pro tempore of the Senate United States Senate Washington, DC 20510	Dear Mr./Madam President Sincerely,

United States Senate (in Washington, DC) (away from Washington, DC)	The Honorable (Full Name) United States Senate Washington, DC 20510 or The Honorable (Full Name) United States Senator (Local Address) 00000	Dear Senator (Surname) Sincerely,
Senator-elect	The Honorable (Full Name) United States Senator-elect (Local Address, If given) 00000 or The Honorable (Full Name) Senator-elect United States Senate Washington, DC 20510	Dear Senator-elect (Surname) Sincerely, or Dear Senator-elect (Surname): Sincerely,
Former Senator	The Honorable (Full Name) (No Title) (Local Address) 00000	Dear Senator (Surname): Sincerely,
Majority Leader or Minority Leader	The Honorable (Full Name) Majority/Minority Leader United States Senate Washington, DC 20510	Dear Senator (Surname): Sincerely,
Committee Chairman	The Honorable (Full Name) Chairman Committee on _____ United States Senate Washington, DC 20510	Dear Mr./Madam Chairman: Sincerely,
Subcommittee Chairman ¹	The Honorable (Full Name) Chairman Subcommittee on (Name) Committee on (Parent Committee) United States Senate Washington, DC 20510	Dear Mr./Madam Chairman: Sincerely,
Chairman of a Joint Committee	The Honorable (Full Name) Chairman Joint Committee on (Name) Washington, DC 20510	Dear Mr. Chairman: Sincerely,
Secretary of the Senate	The Honorable (Full Name) Secretary of the Senate Washington, DC 20510	Dear Mr. (Surname): Sincerely,
Secretary/Administrative Assistant to a Senator	Mr. (Full Name) Secretary/Administrative Assistant to The Honorable(Full Name) United States Senate Washington, DC 20510	Dear Mr./Ms. (Surname) Sincerely,

¹ If the complete address exceeds five lines, omit the name of the parent committee from the letter. However, the complete address should always be included on the envelope.

Chaplain of the Senate	The Reverend (Full Name) United States Senate Washington, DC 20510	Dear (Title): ² Sincerely,
THE CONGRESS House of Representatives		
Speaker of the U.S. House of Representatives	The Honorable (Full Name) Speaker of the U.S. House of Representatives Washington, DC 20515	Dear Mr./Madam Speaker: Sincerely,
United States Representative (in Washington, DC) (away from Washington, DC)	The Honorable (Full Name) U.S. House of Representatives Washington, DC 20515 or The Honorable (Full Name) Member, U.S. House of Representatives (Local Address)(ZIP Code)	Dear Congressman/woman (Surname): Sincerely,
Representative-elect	The Honorable (Full Name) Representative/Congressman-elect U.S. House of Representatives Washington, DC 20515 or The Honorable (Full Name) Representative/Congressman-elect (Local Address, If given) 00000	Dear Representative/Congressman- elect: Sincerely,
Majority Leader or Minority Leader	The Honorable (Full Name) Majority/Minority Leader U.S. House of Representatives Washington, DC 20515	Dear Mr./Madam Leader: Sincerely,
Former Representative	The Honorable (Full Name) (Local Address) 00000	Dear Representative/Congressman (Surname): Sincerely,
Committee Chairman	The Honorable (Full Name) Chairman Committee on (Name) U.S. House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. Chairman: Sincerely,
Subcommittee Chairman ³	The Honorable (Full Name) Chairman Subcommittee on (Name) Committee on (Parent Committee) U.S. House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. Chairman: Sincerely,

² The title is Dr., Mr., etc., as appropriate. The title Reverend is not used with the surname alone but may be used with another title; e.g., Reverend Dr. Smith or Rev. Mr. Smith.

³ See Footnote ¹

Clerk of the House	The Honorable (Full Name) ⁴ Clerk of the U.S. House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Chaplain of the House	The Reverend (Full Name) Chaplain of the U.S. House of Representatives Washington, DC 20515	Dear (Title) (Surname): ⁵ Sincerely,
Office of a Deceased Representative	Ms. (Full Name) Chief of Staff/Administrative Assistant to the late (Full Name) U.S. House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (Surname): ⁶ Sincerely,
Resident Commissioner	The Honorable (Full Name) Resident Commissioner From (Name of Area) U.S. House of Representatives Washington, DC 20515	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
LEGISLATIVE AGENCIES		
Comptroller General (Head of the General Accounting Office)	The Honorable (Full Name) Comptroller General of the United States General Accounting Office Washington, DC 20548	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Public Printer (Head of U.S. Government Printing Office)	The Honorable (Full Name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Librarian of Congress (Head of the Library of Congress)	The Honorable (Full Name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
EXECUTIVE DEPARTMENTS		

⁴ If the Clerk's name is not known, use only his/her title in the address and Dear M. Clerk: in the salutation.

⁵ See Footnote²

⁶ If it is not known whether the addressee is a man or a woman, use either the full name such as "Dear Leslie Doe" or "Dear M. Doe."

Members of the Cabinet (Addressed as Secretary)	The Honorable (Full Name) Secretary of (Name of Department) Washington, DC 00000	Dear Mr./Madam Secretary: Sincerely,
Attorney General (Head of the Department of Justice)	The Honorable (Full Name) Attorney General Washington, DC 20530	Dear Mr./Madam Attorney General: Sincerely,
Under Secretary of a Department	The Honorable (Full Name) Under Secretary of (Name of Department) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Deputy Secretary of a Department	The Honorable (Full Name) Deputy Secretary of (Name of Department) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Assistant Secretary of a Department	The Honorable (Full Name) Assistant Secretary for (Name of Office)(Name of Department) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
INDEPENDENT ORGANIZATIONS		
Director of the Office of Management and Budget	The Honorable (Full Name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Postmaster General (Head of the U.S. Postal Service)	The Honorable (Full Name) Postmaster General Washington, DC 20260	Dear Mr./Madam Postmaster General: Sincerely,
Head of a Federal Agency, Authority, or Board	The Honorable (Full Name) (Title), (Name of Agency) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Head of a Major Organization with an Agency (If the Official is Appointed by the President)	The Honorable (Full Name) (Title), (Name of Organization) (Name of Agency) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
President of a Commission	The Honorable (Full Name) President, (Name of Commission) Washington, DC 00000	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Chairman of a Commission	The Honorable (Full Name) Chairman, (Name of Commission) Washington, DC 00000	Dear: Mr./Madam Chairman: Sincerely,
Chairman of a Board	The Honorable (Full Name) Chairman, (Name of Board) Washington, DC 00000	Dear: Mr./Madam Chairman: Sincerely,
OTHER FEDERAL GOVERNMENT AGENCIES		

Commissioner of Internal Revenue	The Honorable (Full Name) Commissioner of Internal Revenue Department of the Treasury Washington, DC 20224	Dear: Mr./Mrs./Miss/Ms. (Surname): Sincerely,
District Director of Internal Revenue	Mr. (Full Name) District Director of Internal Revenue (Local Address) 00000	Dear: Mr./Mrs./Miss/Ms. (Surname): Sincerely,
American Missions		
American Ambassador	The Honorable (Full Name) American Ambassador (City), (Country)	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Ambassador: (Informal) Sincerely,
American Ambassador (With Military Rank)	(Full Rank) (Full Name) American Ambassador (City), (Country)	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Ambassador: or Dear (Rank) (Surname): (Informal) Sincerely,
Former American Ambassador	The Honorable (Full Name) (Local Address) 00000	Dear Mr./Mrs./Miss/Ms. Ambassador: Sincerely,
American Minister	The Honorable (Full Name) American Minister (City), (Country)	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Minister: (Informal) Sincerely,
American Minister (With Military Rank)	(Full Rank) (Full Name) American Minister (City), (Country)	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Ambassador: or Dear (Rank) (Surname): (Informal) Sincerely,
American Consul General or American Consul	(Full Name) American Consul General or American Consul (City), (Country)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
MISSIONS TO THE UNITED STATES		
Foreign Ambassador in the United States	His Excellency (Full Name) Ambassador of (Country) (Local Address) 00000	Excellency: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Ambassador: (Informal) Sincerely,
Foreign Minister in the United States	The Honorable (Full Name) Minister of (Country) (Local Address) 00000	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Minister: (Informal) Sincerely,

Foreign Charge d' Affaires in the United States	Mr./Mrs./Miss/Ms. (Full Name) Charge d' Affaires of (Country) (Local Address) 00000	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Charge d' Affaires: (Informal) Sincerely,
THE ORGANIZATION OF AMERICAN STATES		
Secretary General of the Organization of American States	The Honorable (Full Name) Secretary General of the Organization of American States Pan American Union Washington, DC 20006	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms. Secretary General: (Informal) or Dear Mr. (Dr.) (Surname): Sincerely,
Assistant Secretary General of the Organization of American States	The Honorable (Full Name) Assistant Secretary General of the Organization of American States Pan American Union Washington, DC 20006	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms., (Dr.) (Surname): (Informal) Sincerely,
United States Representative on the Council of the Organization of American States	The Honorable (Full Name) United States Representative On the Council of the Organization Of American States Department of State Washington, DC 20520	Sir: (Formal) Very truly yours, Dear Mr./Mrs./Miss/Ms., (Dr.) (Surname): (Informal) Sincerely,

United Nations

Communications to the United Nations are addressed to the United States Representative to the United Nations, through the Department of State. The exceptions to this are communications that are sent directly to the United States Representative including those addressed to the Economic and Social Council, the Disarmament Commission, the Trusteeship Council, and the delegation to the General Assembly (when it is in session). Subject to the exceptions, direct communication with the United Nations is inappropriate. When necessary, the communication should be sent to the Secretary General of the United Nations through the United States Representative by means of a cover letter.

Secretary General of the United Nations	His Excellency (Full Name) Secretary General of the United Nations New York, New York 10017	Excellency: (Formal) Very truly yours, Dear Mr./Madam Secretary General: (Informal) Sincerely,
United States Representative to the United Nations	The Honorable (Full Name) United States Representative to the United Nations New York, New York 10017	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
Chairman, United States Delegation to the United Nations Military Staff Committee	The Honorable (Full Name) Chairman, United States Delegation United Nations Military Staff Committee United States Mission to the United Nations New York, New York 10117	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
Senior Representative of the United States to the General Assembly of the United Nations	The Honorable (Full Name) Senior Representative of the United States to the General Assembly of the United Nations New York, New York 10017	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
Senior Military Advisor to the United States Delegation to the United Nations General Assembly	(Full Rank) (Full Name) Senior Military Advisor United States Delegation to the United Nations General Assembly New York, New York 10017	Dear (Rank) (Surname): Sincerely,
United States Representative to the Economic and Social Council	The Honorable (Full Name) United States Representative on the Economic and Social Council of the United Nations	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
United States Representative to the United Nations Disarmament Commission	The Honorable (Full Name) United States Representative on the Disarmament Commission of the United Nations New York, New York 10017	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,
United States Representative to the Trusteeship Council	The Honorable (Full Name) United States Representative on the Trusteeship Council of the United Nations New York, New York 10017	Sir: (Formal) Very truly yours, Dear Mr./Ms. (Surname): (Informal) Sincerely,

State and Local Governments		
Governor of a State	The Honorable (Full Name) Governor of (Name of State) (Local Address) 00000	Dear Governor (Surname): Sincerely,
Acting Governor of a State	The Honorable (Full Name) Acting Governor of (Name of State) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Lieutenant Governor of a State	The Honorable (Full Name) Lieutenant Governor of (Name of State) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Secretary of State of a State	The Honorable (Full Name) Secretary of State of (Name) (Local Address) 00000	Dear Mr./Madam Secretary: Sincerely,
Chief Justice of the Supreme Court of a State	The Honorable (Full Name) Chief Justice Supreme Court of the State of (Name) (Local Address) 00000	Dear Mr./Madam Chief Justice: Sincerely,
Attorney General of a State	The Honorable (Full Name) Attorney General State of (Name) (Local Address) 00000	Dear Mr./Ms. Attorney General: Sincerely,
Treasurer, Comptroller, or Auditor of a State	The Honorable (Full Name) State Treasurer (Comptroller) (Auditor) State of (Name) (Local Address) 00000	Dear Mr./Ms. (Surname) Sincerely,
President of the Senate of a State	The Honorable (Full Name) President of the Senate of the State of (Name) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
State Senator	The Honorable (Full Name) (Name of State) Senate (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Speaker of the House of Representatives or the Assembly or the House of Delegates of a State ⁷	The Honorable (Full Name) Speaker of the House of Representatives (or Assembly or House of Delegates) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
State Representative, Assemblyman, or Delegate	The Honorable (Full Name) (Name of State) House of Representatives (or Assembly or House of Delegates) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,

⁷ In most States, the lower branch of the legislature is the House of Representative. In some States, such as California and New York, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature. Its members are classed as Senators.

State Secretaries of Transportation	Mr./Ms. (Full Name) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Mayor	The Honorable (Full Name) Mayor of (Name of City) (Local Address) 00000	Dear Mayor (Surname): Sincerely,
President of a Board of Commissioners	The Honorable (Full Name) President, Board of Commissioners of (Name of City) (Local Address) 00000	Dear Mr./Ms.(Surname): Sincerely,
Ecclesiastical Organizations⁸ Roman Catholic Church		
The Pope	His Holiness the Pope Vatican City, Italy	Your Holiness: (Formal) Sincerely, Most Holy Father: (Usual) Sincerely,
Cardinal	His Eminence (Christian Name) Cardinal (Surname) Archbishop of (Province) (Local Address) 00000	Your Eminence: (Formal) Sincerely, Dear Cardinal (Surname): (Informal) Sincerely,
Archbishop	The Most Reverend (Full Name) Archbishop of (Province) (Local Address) 00000	Your Excellency: (Formal) Sincerely, Dear Archbishop (Surname): (Informal) Sincerely,
Bishop	The Most Reverend (Full Name) Bishop of (Province) (Local Address) 00000	Your Excellency: (Formal) Sincerely, Dear Bishop (Surname): (Informal) Sincerely,
Monsignor ⁹	The Very Reverend Monsignor (Full Name) (Local Address) 00000	Very Reverend Monsignor: (Formal) Sincerely, Dear Monsignor (Surname): (Informal) Sincerely,
Priest	The Reverend ¹⁰ (Full Name) (Add Initials of Order, If Any) (Local Address) 00000	Reverend Sir: (Formal) Sincerely, Dear Father (Surname): (Informal) Sincerely,
Superior of a Sisterhood	The Reverend Mother Superior (Name of Institution) (Local Address) 00000	Dear Reverend Mother: (Formal) Sincerely, Dear Mother (Name): (Informal) Sincerely,

⁸ Additional ecclesiastical information may be found in *The World Almanac and Book of Facts* available in the Departmental Library, the GSA Retail Store, and in other publications available from the DOT Library.

⁹ There are two classes of Monsignori one (Domestic Prelates) are addressed as *The Right Reverend*. The other (Papal Chamberlains) are addressed as *The Very Reverend*. The Official Directory will give the correct designations. In the absence of definite information, it is always courteous to address any Monsignor as *The Right Reverend*.

¹⁰ In all cases, *The Reverend* should not be used with a surname only, as *The Reverend Smith*. To say *The Reverend Smith* is like saying *The Respected Smith*. Hence, there must always be an intervening Christian name or initial, or a title such as *Dr., Mr., Ms., or Professor* between *The Reverend* and the surname.

Sister of a Sisterhood	Sister (Full Name) (Name of Organization) (Local Address) 00000	Dear Sister (Full Name): Sincerely,
Superior of a Brotherhood	Brother (Name) Superior (Name of Institution) (Local Address) 00000	Dear Brother: Sincerely,
Member of a Brotherhood	Brother (Full Name) (Name of Organization) (Local Address) 00000	Dear Brother (Full Name): Sincerely,
Protestant Episcopal Church¹¹		
Bishop	The Right Reverend (Full Name) Bishop of (Name) (Local Address) 00000	Right Reverend Sir: (Formal) Sincerely, Dear Bishop (Surname): (Informal) Sincerely,
Archdeacon	The Venerable (Full Name) Archdeacon of (Name) (Local Address) 00000	Venerable Sir: (Formal) Sincerely, My Dear Archdeacon (Surname): (Informal) Sincerely,
Dean	The Very Reverend (Full Name) Dean of (Church) (Local Address) 00000	Very Reverend Sir: (Formal) Sincerely, Dear Dean (Surname): (Informal) Sincerely,
Canon	The Reverend (Full Name) Canon of (Church) (Local Address) 00000	Reverend Sir: (Formal) Sincerely, My Dear Canon (Surname): (Informal) Sincerely,
Rector	The Reverend (Full Name) The Rector of (Name) (Local Address) 00000	Reverend Sir: (Formal) Sincerely, Dear (Dr. or Mr./Ms.) (Surname): (Informal) Sincerely,
Clergy of Other Denominations		
Methodist Bishop	The Reverend (Full Name) Methodist Bishop (Local Address) 00000	Reverend Sir/Madam: (Formal) Sincerely, Dear Bishop (Surname): (Informal) Sincerely,
Presbyterian Moderator	The Moderator of (Name) (Local Address) 00000 or The Reverend (Full Name) Moderator of (Name) (Local Address) 00000	My dear Mr./Ms. Moderator: (Formal) Sincerely, Dear (Dr. or Mr./Ms.) (Surname): (Informal) Sincerely,
Rabbi (With Doctoral Degree)	Rabbi (Full Name) (Local Address) 00000	Dear Mr./Ms. (Surname): or Dear Rabbi (Surname): Sincerely,

¹¹ The names of the clergy of the Episcopal Church may be found in *The Episcopal Church Annual*.

Rabbi (Without Doctoral Degree)	Rabbi (Full Name) (Local Address) 00000	Dear Rabbi (Surname): Sincerely,
Mormon President ¹²	The President Church of Jesus Christ of Latter Day Saints (Local Address) 00000	Sir: (Formal) Sincerely, Dear Bishop (Surname): (Informal) Sincerely,
Mormon Elder ¹²	Elder (or Brother)(Full Name) Church of Jesus Christ of Latter Day Saints (Local Address) 00000	Dear Elder (Surname): Sincerely,
Seventh-Day Adventist President ¹²	The President General Conference of Seventh-day Adventists	My Dear Mr. President: (Formal) Sincerely, Dear President (Surname): (Informal)
Seventh-Day Adventist Elder ¹²	Elder (Full Name) General Conference of Seventh-day Adventists (Local Address) 00000	Dear Elder (Surname): Sincerely,
Minister, Pastor, or Rector (with Doctoral Degree)	The Reverend (Full Name) (Title), (Name of Church) (Local Address) 00000	Dear Dr. (Surname): Sincerely,
Minister, Pastor, or Rector (Without Doctoral Degree)	The Reverend (Full Name) (Title), (Name of Church) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Chaplain (Military Services)	Chaplain (Full Name) (Rank, Service Designation) (Post Office Address of Organization and Station) (Local Address) 00000	Dear Chaplain (Surname): Sincerely,
Educational Institutions		
President of a University or College (With Doctoral Degree)	Dr. (Full Name) President, (Name of Institution) (Local Address) 00000	Dear Dr. (Surname): Sincerely
President of a University or College (Without Doctoral Degree)	Mr. (Full Name) President, (Name of Institution) (Local Address) 00000	Dear Mr. (Surname): Sincerely,
President of a Theological Seminary	The Very Reverend (Full Name) President, (Name of Institution) (Local Address) 00000	Dear President (Surname): or Dear Dr. (Surname):

¹² The title *Reverend* is not used in either the Mormon Church or the Seventh-day Adventist. Mr. may be used for any of their ecclesiastical ranks, or preferably Elder for their pastors.

President of a Religious School (Protestant)	<p>The President of (Name of Institution) (Local Address) 00000</p> <p>or</p> <p>The Reverend (Full Name) President of (Name of Institution) (Local Address) 00000</p>	<p>My dear Sir: (Formal) Sincerely, Dear Sir: (Informal) Sincerely</p> <p>or</p> <p>My dear President (Surname): (Formal) Sincerely, Dear Dr. (Surname): (Informal) Sincerely,</p>
Dean of a University or College (With Doctoral Degree)	<p>Dr. (Full Name) Dean, School of (Name) (Name of Institution) (Local Address) 00000</p>	<p>Dear Dr. (Surname): Sincerely,</p>
Dean of a University or College (Without Doctoral Degree)	<p>Dean (Full Name) School of (Name) (Name of Institution) (Local Address) 00000</p>	<p>Dear Dean (Surname): Sincerely,</p>
Professor (With Doctoral Degree)	<p>Dr. or Professor (Full Name) Department of (Name) (Name of Institution) (Local Address) 00000</p>	<p>Dear Dr. (Surname): or Dear Professor (Surname): Sincerely,</p>
Professor (Without Doctoral Degree)	<p>Professor (Full Name) Department of (Name) (Name of Institution) (Local Address) 00000</p>	<p>Dear Professor (Surname): Sincerely,</p>
Professor in a Theological Seminary	<p>The Reverend Professor (Full Name) (Name of Institution) (Local Address) 00000</p>	<p>Dear Professor (Surname): or Dear Dr. (Surname): Sincerely,</p>
Associate Professor or Assistant Professor	<p>Mr. (Full Name) Associate (or Assistant) Professor Department of (Name) (Name of Institution) (Local Address) 00000</p>	<p>Dear Professor (Surname): Sincerely,</p>
Superintendent of Schools (State and Local)	<p>The Superintendent of (Name) (Local Address) 00000</p> <p>or</p> <p>Dr. (Mr. or Ms.) (Full Name) Superintendent of (Name Schools) (Local Address) 00000</p>	<p>Dear Sir/Madam: Sincerely,</p> <p>Dear Dr. (Mr. or Ms.) (Surname): Sincerely,</p>
<p>Board of Education or</p> <p>Members, Board of Education (State and Local)</p>	<p>The Board of Education or</p> <p>Mr./Ms. (Full Name) Member, (Location) Board of Education (Local Address) 00000</p>	<p>Gentlemen/Ladies/Gentlemen and Ladies: Sincerely, Dear Mr./Ms. (Surname): Sincerely,</p>

School Board or Member of School Board	The (Location) School Board or Mr./Ms. (Full Name) Member, (Location) School Board (Local Address) 00000	Gentlemen/Ladies/Gentlemen and Ladies: Sincerely, Dear Mr./Ms. (Surname): Sincerely,
Principal of a School	Mr./Ms. (Full Name) Principal of (School) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Teacher	Mr./Ms. (Full Name) (School) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Military Army, Air Force, Marine Corps		
General, Lieutenant General, Major General, Brigadier General	(Full Grade) (Full Name), (Abbreviation of Service Designation) Title (Post Office Address of Organization and Station) 00000	Dear General (Surname): Sincerely,
Colonel, Lieutenant Colonel	(Same as Above)	Dear Colonel (Surname): Sincerely,
Major	(Same as Above)	Dear Major (Surname): Sincerely,
Captain	(Same as Above)	Dear Captain (Surname): Sincerely,
First Lieutenant, Second Lieutenant	(Same as Above)	Dear Lieutenant (Surname): Sincerely,
Chief Warrant Officer, Warrant Officer	(Same as Above)	Dear Mr./Mrs./Miss/Ms. (Surname): Sincerely,
Sergeant Major	(Same as Above)	Dear Sergeant Major (Surname): Sincerely,
Master Sergeant, Gunnery Sergeant, Technical Sergeant, Staff Sergeant, Sergeant	(Same as Above)	Dear Sergeant (Surname): Sincerely,
Corporal, Lance Corporal	(Same as Above)	Dear Corporal (Surname): Sincerely,
Specialist, Classes 4 to 9	(Same as Above)	Dear Specialist (Surname): Sincerely,
Private First Class, Private	(Same as Above)	Dear Private (Surname): Sincerely,
Recruit	(Same as Above)	Dear Recruit (Surname): Sincerely,
Airman First Class, Airman Second Class, Airman Third Class, Basic Airman	(Same as Above)	Dear Airman (Surname): Sincerely,
Retired Officer	(Full Grade) (Full Name), (Abbreviation of Service Designation), Retired (Local Address) 00000	Dear (Rank) (Surname): Sincerely,

Navy, Coast Guard		
Admiral, Vice Admiral, Rear Admiral	(Full Grade) (Full Name), (Abbreviation of Service Designation) Title (Post Office Address of Organization and Station) 00000	Dear Admiral (Surname): Sincerely,
Commodore	(Same as Above)	Dear Commodore (Surname): Sincerely,
Captain	(Same as Above)	Dear Captain (Surname): Sincerely,
Commander, Lieutenant Commander	(Same as Above)	Dear Commander (Surname): Sincerely,
Lieutenant	(Same as Above)	Dear Lieutenant (Surname): Sincerely,
Ensign, Chief Warrant Officer, Warrant Officer	(Same as Above)	Dear Ensign (Surname): Sincerely, Dear Chief Warrant Officer (Surname): Sincerely, Dear Warrant Officer (Surname): Sincerely,
Chief Petty Officer	(Same as Above)	Dear Chief Petty Officer (Surname): Sincerely,
Petty Officer First Class, Petty Officer Second Class, and Petty Officer Third Class	(Same as Above)	Dear Petty Officer (Surname): Sincerely,
Seaman, Seaman Apprentice, and Seaman Recruit	(Same as Above)	Dear Seaman (Surname): Sincerely,
Fireman, Fireman Apprentice, and Fireman Recruit	(Same as Above)	Dear Fireman (Surname): Sincerely,
Airman, Airman Apprentice, and Airman Recruit	(Same as Above)	Dear Airman (Surname): Sincerely,
Construction Man, Construction Man Apprentice, Construction Man Recruit	(Same as Above)	Dear Construction Man (Surname): Sincerely,
Hospitalman, Hospitalman Apprentice, Hospitalman Recruit	(Same as Above)	Dear Hospitalman (Surname): Sincerely,
Dentalman, Dentalman Apprentice, and Dentalman Recruit	(Same as Above)	Dear Dentalman (Surname): Sincerely,
Stewardsman, Stewardsman Apprentice, Stewardsman Recruit	(Same as Above)	Dear Stewardsman (Surname): Sincerely,

Retired Officer	(Full Grade) (Full Name), (Abbreviation of Service Designation), Retired (Local Address) 00000	Dear (Rank) (Surname): Sincerely,
Military Mail (Overseas)		
Army	<p>Show full grade; full name, including first name and middle name or initial; social security account number; organizations; and APO number and post office through which mail is to be routed. Example:</p> <p>Gen. Kenneth A. O'Brien, Jr., 300-900-0241 801st Infantry Regt. APO New York 09801</p>	
Air Force	<p>Show full grade; full name, including first name and middle name or initial; social security account number; Postal Service Center (PSC) box number if served by PSC, or organization if not served by PSC (and box number, if appropriate); and APO number and the post office through which the mail is to be routed. Example:</p> <p>Personnel Served by PSC</p> <p>A1C James LaVar Green, FR-891-04-1978 PSC Box 913 APO New York 09109</p> <p>Personnel Served by Unit Mail Room</p> <p>Sgt. Montgomery Stanback, FR-801-04-0278 124-24 Elect Instl. Sq., Box 139 APO San Francisco 96274</p>	

Navy and Marine Corps	<p>Show full name, including first name and middle name or initial, rank or rating, service number, shore base organization unit with Navy number, or mobile unit designation or name of ship, and the fleet post office (FPO) through which the mail is to be routed. Example:</p> <p>NAVY Mary D. Woodard QMSN 680-92-79 USN USS Irvin Wallace (DD729) FPO San Francisco 96601</p> <p>Mary D. Woodard, AQF-1, 319 04 02 USN U.S. Naval Air Facility FPO New York 09521</p> <p>USMC Maj. William K. Lewis, 139042 USMC Staff, Fleet Marine Force Pacific FPO San Francisco 96602</p> <p>Lt. Joseph S. Woodard, 020478, USMC U.S. Marine Corps Air Facility FPO San Francisco 96672</p> <p>Dependents Residing with Military Personnel</p> <p>Miss Mary D. Woodard c/o Sgt. Paul L. Woodard, 021-04-1978 Company A, 1st Bn. 16th Inf. APO New York 09036</p>	
Army and Air Force	<p>Show grade; full name, including first name and middle name or initial; social security account number; organization; military installation; and the State and the ZIP Code. Examples:</p> <p>Personnel Served by PSC</p> <p>Sgt. Keith P. Watkins, FR-212-03-1978 PSC Box 1978 Vandenberg AFB CA 93437</p> <p>Personnel Served by Unit Mail Room</p> <p>A1C Melvin C. Schott, FR-002-04-1978 1 Strat Aerosp Div, Box 107 Vandenberg AFB CA 93437</p>	

Navy and Marine Corps	<p>Show full name including first name and middle name or initial, rank or rating, service number, organization, military installation and the ZIP Code. Example:</p> <p>Bill T. Hennessee, SK2, 513 02 64 USN U.S. Naval Supply Depot Great Lakes, IL 60088</p> <p>M/SGT Bill T. Hennessee, 0204197 USMC Headquarters Battalion Headquarters U.S. Marine Corps Henderson Hall Arlington, VA 22214</p> <p>Dependents Residing with Military Personnel</p> <p>Master Darrell L. Hennessee c/o Sgt. William Hennessee, 081-32-1978 Company M. 9th Bn., 9th Inf. Fort Gordon, GA 30905</p>	
Corporations, Companies, and Federations		
A Company or Corporation	(Name of Company or Corporation) (Local Address) 00000	Ladies and Gentlemen: Sincerely,
A Federation	(Name of Official) (Title), (Name of Federation) (Local Address) 00000	Dear Mr./Ms. (Surname): Sincerely,
Medical ¹³		
Physician	(Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations ¹⁴ C.B. Bachelor of Surgery D.O. Doctor of Osteopathy D.P.H. Doctor of Public Health M.B. (for B.M.) Bachelor of Medicine M.D. Doctor of Medicine Pod. D. Doctor of Podiatry	Dear Dr. (Surname): Sincerely,
Two Physicians	Drs. (Full Name) and (Full Name) (Local Address) 00000 or Drs. (Same Surname) (Local Address) 00000	Dear Drs. (Surname) and (Surname): Sincerely, or Dear Drs. (Surname): Sincerely,

¹³ Titles may be used in connection with Dr., except M.D., D.D., or other degree letters that mean Doctor.

¹⁴ These abbreviations do not constitute a complete listing but consist of the most frequently used to serve as a guideline. Appropriate abbreviations may be found in a standard dictionary and other reference books available from the DOT Library and the GSA Retail Store. Reference should also be made to incoming correspondence, if any, for correct degree letters and titles.

Dentist	(Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations B.D.S. Bachelor of Dental Surgery D.D.S. Doctor of Dental Surgery D.M.D. Doctor of Dental Medicine M.D.S. Master of Dental Surgery	Dear Dr. (Surname): Sincerely,
Veterinarian	(Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations B.V.Sc. Bachelor of Veterinary Science D.V.M. for V.M.D. Doctor of Veterinary Medicine	Dear Dr. (Surname): Sincerely,
Pharmacist	Mr./Ms. (Full Name), (Appropriate Abbreviation) (Local Address) 00000 or (Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations Phar.B Bachelor of Pharmacy Phar.D Doctor of Pharmacy Phar.M. Master of Pharmacy Ph.C. Pharmaceutical Chemist R.Ph. Registered Pharmacist	Dear Mr./Ms. (Surname): Sincerely, or Dear Dr. (Surname): Sincerely,
Nurse	Mr./Ms. (Full Name), (Appropriate Abbreviation) (Local Address) 00000 Abbreviations L.P.N. Licensed Practical Nurse P.N. Practical Nurse R.N. Registered Nurse	Dear Mr./Ms. (Surname): Sincerely,
Other Addresses		
Single		
A Man	Mr. (Full Name) (Local Address) 00000	Dear Sir: Sincerely, or Dear Mr. (Surname): Sincerely,
An Unmarried Woman ¹⁵	Ms. (Full Name) (Local Address) 00000	Dear Ms. (Surname): Sincerely,
A Married Woman or Widow	Mrs. (Husband's Full Name) (Local Address) 00000	Dear Mrs. (Surname): Sincerely,

¹⁵ In modern usage, women may be addressed by Ms., Mrs., and/or Miss. Married women may assume the name of their husbands or retain the name they had before marriage. In some instances, married couples combine their surnames with a hyphen. In all cases it is the preference of the addressee, when known, that should be followed. Incoming correspondence, if any, should be referenced. For Secretarial correspondence, the Executive Secretariat may be contacted. In the case of local correspondence when such questions arise, a telephone call to the addressee's office may be made to obtain the information. The plural of Ms. is either Mses. Or Mss.

Multiple ¹⁶ Two or More Men	Messrs. (Surname) and (Surname) (Local Address) 00000 or Mr. (Full Name) and Mr. (Full Name) (Local Address) 00000 or The Messrs. (Surname) (Local Address) 00000	Gentlemen (Surname): Sincerely, or Dear Mr. (Surname) and Mr. (Surname): Sincerely,
Two or More Men of the Same Name	Messrs. (Given Name) and (Given Name) (Surname) (Local Address) 00000 or The Messrs. (Surname) (Local Address) 00000	Dear Messrs. (Surname): Sincerely, or Gentlemen: Sincerely,
Two or More Unmarried Women	The Mses. (Surname) and (Surname) (Local Address) 00000 Miss (Full Name) and Miss (Full Name) (Local Address) 00000	Ladies (or Mesdames): Sincerely, Dear Misses (Surname) and (Surname): Sincerely,
Two or More Women	Ms. (Full Name) and Mrs. (Full Name) (Local Address) 00000	Ladies (or Mesdames): Sincerely,
One Man and One Woman	Mr. (Full Name) and Ms. (Full Name) (Local Address) 00000 or Mr. and Ms. (His Surname and Her Surname Separated by a Hyphen) (Local Address) 00000	Dear Mr. (Surname) and Ms. (Surname): Sincerely, or Dear Mr. And Mrs. (Surname- Surname)
Men and Women ¹⁷	Ms. (Full Name), Mrs. (Full Name) and Mr. (Full Name) (Local Address) 00000 or Mrs. (Full Name), Mr. (Full Name) and Mrs. (Full Name) (Local Address) 00000	Mesdames and Dear Sir: Sincerely, or Dear Madam and Gentlemen: Sincerely,
Single Addressees		Multiple Addressees
The Secretary The Deputy Secretary General Counsel Assistant Secretary for (organizational title)		Secretarial Officers:

¹⁶ A letter to two or more persons may be addressed as illustrated, or to only one of them when the letter is mentioned by name in the opening paragraph.

¹⁷ When the names of both men and women occur in the inside address, the individual whose name appears first should be addressed first in the salutation.

Federal Aviation Administrator Federal Highway Administrator National Highway Traffic Safety Administrator Federal Railroad Administrator Federal Transit Administrator Administrator, Saint Lawrence Seaway Development Corporation Administrator, Research and Special Programs Administration Administrator, Maritime Administration Federal Motor Carrier Safety Administration Administrator Director, Bureau of Transportation Statistics		Heads of Operating Administrations:
Chief Counsel	Chief Counsel:	
Associate Administrator for Policy Associate Administrator for Infrastructure Associate Administrator for Planning, Environment, and Realty Associate Administrator for Operations Associate Administrator for Federal Lands Highway Associate Administrator for Safety Associate Administrator for Research, Development and Technology Associate Administrator for Administration Associate Administrator for Civil Rights Associate Administrator for Public Affairs Associate Administrator for Corporate Management Associate Administrator for Professional Development		Associate Administrators:
<u>Offices</u> under <u>all</u> Associate Administrators Offices under <u>one</u> Associate Administrator Example: Director, Office of Human Resources Director, Office of Budget and Finance Director, Office of Information and Management Services Director, Office of Acquisition Management	All Program Offices Example: All Administration Program Offices:	
Director of Field Services – East Director of Field Services – South Director of Field Services - West	Directors of Field Services:	
Eastern Resource Center Midwestern Resource Center Southern Resource Center Western Resource Center	Resource Center Managers:	
Alabama Division Office (each State has a Division Office plus Puerto Rico and the District of Columbia)	Division Administrators:	
Eastern Federal Lands Highway Division Office Central Federal Lands Highway Division Office Western Federal Lands Highway Division Office	Federal Lands Highway Division Engineers:	

APPENDIX D. PREPARATION OF REPORTS TO CONGRESS

General Remarks

Reports to Congress that originate in authorization acts (e.g., SAFETEA, TEA-21 and ISTEA) are coordinated within FHWA by the Office of Legislation and Strategic Planning (HPLS). The authorization act reports are sent to the HPLS Reports Coordinator who will keep a log of reports received, assure that the Office of Policy reviews the reports for policy and legislative implications, and will track the reports through the review process until signed by the Secretary of Transportation.

Reports to Congress that originate in appropriation acts are coordinated within FHWA by the Office of Budget and Finance (HABF).

Contact the appropriate office for instructions on preparation of a Report to Congress.

Congressional Reports Manual of Style

Acronyms

- When using acronyms, be sure to spell out the word and enclose the acronym in parenthesis the first time the word appears in the document. Do not enclose an acronym in parentheses if it will not be used again in the document.
- The abbreviation “U.S.” is used when it precedes the word Government or the name of a Government organization or when used as an adjective. “United States” is spelled out when used as a noun.

Example: (Adjective) U.S. foreign policy is a major issue during the debates.

(Noun) The United States has the safest road system anywhere.

- When using organizational acronyms, avoid using “the” preceding the acronym unless the acronym is used as a modifier.

Example: OST and the SLSDC Administrator

- When an acronym begins with *a, e, f, h, i, m, n, o, r, s, x*, or the indefinite article “an” is used.

Example: An NPRM is expected to be published in the **Federal Register** shortly.

- Beginning a sentence with an acronym is acceptable.

Example: The Federal Highway Administration (FHWA) is part of the Department of Transportation. FHWA administers the Federal-aid Highway Program.

Capitalization

- The words “Government,” “Nation,” “Administration,” and “Federal” are capitalized when referring to the U.S. Government; adjectives such as “federally” and “nationally” are not capitalized.

Example: TEA-21 helps the Nation compete in the global economy.

The federally funded program requires congressional approval.

The Department is known nationally for its transportation policies.

- “State” is capitalized when referring to a specific state, such as the State of Massachusetts; when referring to one of the 50 states, it is not capitalized.

Example: Copies were distributed at no charge to state agencies.

- “Department,” when used to describe the Department of Transportation, is capitalized; “departmental” is not. The same rule applies to “Congress”/“congressional” and “Secretary”/“secretarial” and “Federal”/“federally.”
- References to the seasons-spring, summer, fall, or winter-are not capitalized.

Hyphenation

- **Compound Words/Numbers**

Example:

Incorrect

anti-lock
decision-making
non-occupant
co-sponsored
state-wide
non-profit
county-wide
anti-theft
re-examine
high-speed
mid-continent
multi-purpose
long-term/short-term
drug-testing

Correct

antilock
decisionmaking
nonoccupant
cosponsored
statewide
nonprofit
countywide
antitheft
reexamine
high speed
midcontinent
multipurpose
long term/short term
drug testing

- The following words are hyphenated:

5-ton trucks	state-mandated compliance
1-day bench trial	pay-as-you-go approach
FHWA-sponsored event	part-time/full-time

- Use a hyphen between the elements of compound numbers from twenty-five to ninety-nine and in adjective compounds with a numerical first element.

Example: twenty-one; twenty-first; 6-footer; 3-to-1 ratio; 10-minute delay.

Footnotes

- Use the Microsoft Word footnote feature to correctly place footnotes on a page.
- Footnotes to charts, graphs, and other illustrations are to be placed immediately beneath such illustrative material.

Format

- Begin all lines of text at the left margin.
- Do not right justify margins.
- Do not indent paragraphs
- Do not refer to preliminary or interim data in reports; use the actual data
- Spell out the word “percent” instead of using the “%” symbol in body of text; however, the % symbol is acceptable in charts and tables.
- Be consistent when using bullets, dashes or stars; use one or the other throughout the document. When using the bullet, dash, or star, type flush to the left margin with two spaces following the bullet, dash, or star. The first letter following each bullet, dash, or star should be lower-case.

Example: “Of particular interest are:

- typing financial documents
 - communicating requirement.”
- Do not leave headings or single sentences alone at the bottom or top of pages; sentences should contain at least two lines at the beginning or end of pages.
- Ensure that charts, graphs, and tables are printed straight on the page.
- Charts and tables referred to in reports should follow as closely as possible behind the text where mentioned; if the chart or table does not immediately follow the text, please indicate the page number on which the charts or tables appear.
- Avoid referring to “the agency” in sentences; refer to the organization by name.

Legislative Citation

- “Et al.” and “et seq.” are set in small caps; a period is placed only after al. and seq.

- Legal references should be typed exactly as they appear in legislation.

Example: P.L. 102-240, Section 1040 (d) (1)
Title 49, U.S.C., Section 308 (c)

- Titles of legal cases are italicized, except the v.

Example: *United Steelworkers of America Local 123 et al. v. Skinner et al.*

Mailing

- Provide the appropriate envelopes or labels, properly addressed, for mailing.
- Normally, S-10 will mail reports to Congress after signature if the report package contains the proper envelopes/ mailing labels; however, if report packages do not contain proper envelopes/ mailing labels, or the report is to be professionally printed and bound, the report will be returned to the originating organization.

Numbers

- Numerals one through nine are spelled out; figures are used for 10 and above.
- Related numbers appearing at the beginning of a sentence separated by no more than three words, are treated alike; rephrase sentences to avoid beginning with figures.

Example: Fifty or sixty more miles away is snowclad Mount McKinley.

Mount McKinley is 50 or 60 more miles away.

- When 2 or more numbers appear in a sentence and 1 of them is 10 or more, figures are used for each number; however, a sentence should still not begin with numerals.

Example: Twenty-three carriers with 301 aircraft received extensions of 1 to 2 days.

- When referring to percentages, use figures only and spell out percentage.

Example: 1-percent increase over 2000.

- Units of measurement and time, actual or implied, are expressed in figures.

Example: 5-year plan; 1 week to go; 8 by 12 inches; 8.5 billion; 3-year-old.

- Proper noun names, dates, or numbers do not stand alone.

Example: Incorrect: The meeting was held on July 6, 2003

Correct: The meeting was held on July 6, 1992.

Official File Copies

- Do not submit official file copies when submitting the report package to OST.

Process

- Ensure that all relevant parts of the statutory language which require the report are included in the package transmitted to OST.
- If a report is overdue, update references to timeframes that have expired. References to dates in the future may be overtaken by events if the time for clearance is not factored in by drafters and considered by reviewers.

Example: If a report is written in January, but does not get cleared until July and contains sentence, “An NPRM will be drafted in the spring of 2004,” this sentence needs to be updated since spring has passed before the report is finalized.

Punctuation

- Use a comma preceding the final element in a series, such as and or, to indicate the termination of the series. (Preference only, but be consistent.)

Example: The Department of Transportation is composed of 10 operating administrations, including the Federal Highway Administration, and the Federal Railroad Administration.

- The semicolon is not used where a comma will suffice.
- Place a comma after the year in complete dates within sentences.

Example: Concerns were expressed at a May 23, 2001, hearing before the committee.

- Use commas to set off clauses within a sentence.

Example: The Department of Transportation, which is based in Washington, DC, is composed of 10 operating administrations.

Spacing

- There are no spaces between dashes and the words surrounding them.

Example: The U. S. economy at all levels--local, regional, and national--is expanding.

- Be sure to add two spaces after a colon or period, two lines between single-spaced paragraphs, and three lines between double-spaced paragraphs.

Table of Contents

- If the report is voluminous and/or contains numerous acronyms, be sure to include a Table of Contents and/or a list of acronyms.
- When listing chapters, tables, or figures followed by a number and period, the periods are aligned to the right.

Example: I. Budget Authority
 II. Permanent Civilian Employment

Transmittal Letter

- In transmittal letters, reports are “titled” not “entitled.” Begin all letters as follows:

Example: Enclosed is the Department of Transportation’s Fiscal year 2001 annual report titled “Hazardous Materials Transportation.”

- The last sentence of the letters lists other Congressmen/women who will be receiving copies.

Example: A copy of this report has also been sent to the President of the Senate.

 A copy of this report has also been sent to the Chairman and Ranking
 Minority Members, Senate Committee on Environment and Public Works.

For Reports Transmitted by the Secretary

- Using Secretarial letterhead, transmittal letters addressed to Congress, the President, and to the Chairman and Ranking Minority Members of Committees are addressed as follows:

The Honorable Richard B. Cheney
President of the Senate
Washington, DC 20510

Dear Mr. President:
Salutation: Sincerely yours,

The Honorable J. Dennis Hastert
Speaker of the U.S. House of Representatives
Washington, DC 20515

Dear Mr. Speaker:
Salutation: Sincerely yours,

The Honorable James Inhofe
Chairman
Committee on Environment and Public Work
United States Senate
Washington, DC 20510

Dear Mr. Chairman:
Salutation: Sincerely yours,

The Honorable David R. Obey
Ranking Member
Committee on Appropriations
U.S. House of Representatives
Washington, DC 20515

Dear Congressman Obey:
Salutation: Sincerely yours,

- The Secretary's salutation is typed at the center point of the letterhead, with five blank lines between "Sincerely yours" and the name of the Secretary.

APPENDIX E. WORD USAGE

AFFECT/EFFECT

Affect is a verb and cannot be used as a noun. Affect means “to alter or to change.” Things can be affected adversely or favorably, but the word itself indicates only “alter” or “change.” Associate affect with alter, since both affect and alter begin with the same letter.

Effect can be used as a verb or a noun. As a verb, it means “accomplish” and is related to “success.” A word beginning with the same letter as the verb “effect” is “execute,” and the meanings are closely related when we think of “executing” as carrying out plans.

Effect as a noun means the immediate result, consequence, impact, or outcome. When using words like “the,” “this,” “these,” “an,” “that,” “those,” “any,” “some,” “such,” “favorable,” and “unfavorable” in front of the problem word, always use the noun, which begins with an “e.”

AMONG/BETWEEN

Use “among” when referring to three or more objects.

Use “between” when referring to two objects.

Examples Are:

What is the difference between concrete and asphalt?

The lottery payoff will be divided among the winning ticket holders.

AMOUNT

Means weight, lump sum, money, etc. (See **NUMBER**)

BIANNUAL/BIENNIAL

BIANNUAL	Occurs twice a year.
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BIENNIAL	Occurs every 2 years.
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BOTH/EACH

BOTH	Means “two considered together.”
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EACH	Means “individual items considered separately.”
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BRING/TAKE

BRING Refers to “action toward the speaker.”

TAKE Refers to “action away from the speaker.”

CAN/MAY

CAN Means “is able to.” (capable of accomplishing)

MAY Means “allowed” (has permission to) and can be used to mean “it is possible that.”

CANNOT

Is the preferred usage in the FHWA as opposed to “can not.”

CAPITAL/CAPITOL

CAPITAL Refers to cities, towns, chief in importance or influence, offenses, punishable by death, sources of wealth or profit, tops of columns, and uppercase letters.

CAPITOL Always refers to a building/edifice.

CITE/SITE

CITE Means to commend or praise, quote, refer to, or call upon formally (as in summon).

SITE Means location (i.e., place, scene, point of something).

CONCUR

Means to agree, approve, or happen together. Use “with” (e.g., with another person about something) or “in” (e.g., in an idea, plan, or opinion).

NOTE: Never use “concur that.”

CONSENSUS

Means “group opinion” NOTE: Never use “consensus of opinion.”

CONSIDERABLE/CONSIDERABLY

CONSIDERABLE Is an adjective which means “large, important, significant.”

CONSIDERABLY Is an adverb which means “increased.”

E.G., I.E.

Don’t confuse the use of e.g. (“for example”) and i.e. (“that is”).

NOTE: When used in a sentence both should have a semicolon before and a comma after:

Employee benefits; i.e., annual leave, sick leave, and retirement plan are shown on the itemized statement.

ENSURE/INSURE/ASSURE

Ensure Means “to make certain.”

Insure Means “to protect against loss.”

Assure Means “to give someone confidence,” the object of this verb should always refer to a person.

EXAMPLES

I want to ensure (make certain) that nothing will go wrong.

I want to assure you (give you confidence) that nothing will go wrong.

I want to insure this necklace (protect it against loss) for \$5,000.

FARTHER/FURTHER

FARTHER Refers to actual distance (physical distance)

FURTHER Refers to figurative distance and means to a greater degree or to a greater extent (time, quantity, and degree)

FEWER/LESS

FEWER Is used to refer to items that can be numbers or counted.

LESS Is used to refer to items that can be weighed or measured and to money.

FOLLOW UP/FOLLOWUP

FOLLOW UP	<i>We will follow up on this issue within 1 month.</i>
FOLLOWUP	As an adjective/unit modifier or as a noun:
Adjective -	<i>A followup review has been scheduled with the Maryland Division Office by the Office of Program Review.</i>
Noun -	<i>The followup was delayed.</i>

IMPLY/INFER

IMPLY	Means to suggest or hint.
INFER	Means to draw a conclusion—assume, deduce.

IN/INTO

IN	Denotes location within (enclosure).
INTO	Denotes motion from the outside to the inside.

NUMBER	Means countable items.
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PERCENT	Spell out percent instead of using the symbol (%) except in tables, footnotes, charts, etc.
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PRACTICAL/PRACTICABLE

PRACTICAL	Means useful, successful, or appropriate.
PRACTICABLE	Refers to something that is feasible or usable but not yet tested/proven.

PRINCIPAL/PRINCIPLE

PRINCIPAL	Refers to an important person or thing (adjective), a sum of money (noun), or an item of utmost importance (adjective).
PRINCIPLE	Refers to a concept, law, doctrine, rule, or code of conduct (noun). Principle is not used as an adjective.

UNIQUE

Refers to something that is distinctively characteristic (one of its kind) or without equal. Should never be modified with words such as “most” or “more.”

WHICH/WHO/THAT

WHICH	Refers to animals, places, and things or introduces a non-essential phrase or clause.
WHO	Refers to persons but may be used with animals and some things called by name.
THAT	Refers to animals or things and sometimes to persons or introduces a non-essential phrase or clause.

EXAMPLES

The boy who was fishing is my son.

The boy which (or that) sat beside him looked listless.

Sometimes that and who are interchangeable.

A child (that) (who) sucks his thumb is often insecure.

That man (that) (who) sold his business was financially insecure.

NOTE: **WHOSE** (the possessive form of who) is often used to avoid the awkward use of “which” (even in referring to animals, places, and things.)

APPENDIX F. NUMBERS

Whether to express a number in figures or in words is often a troublesome choice. Here are some general guidelines in making that choice. Also, see the latest GPO Style Manual at <http://www.gpoaccess.gov/stylemanual/index.html>.

1. Use figures for 10 and for all numbers above 10.

10 children

140 children

2. Use figures for numbers below 10 when they precede a definite unit of measurement, time, or money.

3 pints

7 days

2 inches

3. Units of measurement and time, actual or implied, are expressed in figures.

6 years old

4:30 p.m.

June 2003

4. Use figures to express sums of money.

\$4.95

\$6

35 cents

5. When a sentence has two or more related numbers and one number is over 10, use figures for all the numbers.

Each of 15 major commodities (9 metal and 6 nonmetal) was in supply.

Each of nine major commodities (five metal and four nonmetal) was in supply.

6. Use figures to express most decimal fractions. If the value is less than one, place a zero before decimal point.

7. Fractions standing alone are generally spelled out (three-fourths of an inch). Mixed fractions are always expressed in figures (3 ½ cans). Fractions used as a unit modifier 1/2 –inch pipe are expressed in figures.

8. Use figures to indicate definite percentages.

3 percent

5.5 percent

22 percent

9. Use figures to precede the words million and billion when stating a specific quantity of something.

\$3 billion debt

24 million people.

10. In phrases where consecutive numbers might be confusing, the shortest number is written as a word and the longest as a figure.

9 two-story houses

two 7-month contracts

11. Use the same form for all numbers that occur in the same context.

5 sheep, 3 horses, 45 pigs, and 101 goats.

12. Use words for all numbers that are indefinite expressions.

He has been with the company since the early fifties.

13. Use figures to indicate degrees of latitude and longitude and to indicate temperature.

45°S

98.6°

14. Use figures to indicate time of day when followed by either p.m. or a.m.

5 a.m.

4:30 p.m.

15. For emphasis, when the time of day is followed by o'clock use figures. In formal correspondence, such as when writing to the White House, Members of Congress, Ambassadors, etc. use words.

3 o'clock (emphasis)

three o'clock (formal)

Do not use "a.m." or p.m." together with "o'clock."